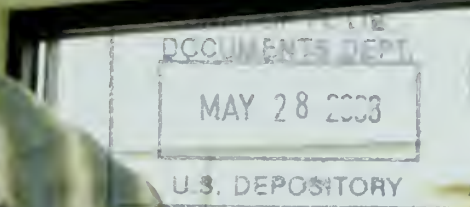


# RECRUITER

United States Army Recruiting Command

March 2008

# Journal



**MAJOR RESULTS  
OF PPI SURVEY**

# RECRUITER Journal

**U.S. Army Recruiting Command**

March 2008

Volume 60, Issue 3

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# Transforming the Command

**“Neither a wise man nor a brave man lies down on the tracks of history to wait for the train of the future to run over him.”**

**—Dwight D. Eisenhower**

I would like to use this month’s column to bring everyone up to date on where we stand in the transformation of the Recruiting Command.

It is not new to any of us that realigning and transforming business practices allows organizations to operate successfully and efficiently in a constantly changing market environment. In that way, USAREC is no different from other organizations, whether government or privately owned. In addition, organizations must take full advantage of changing technology and diligently stay in touch with population and social shifts in the country.

During 2007, we undertook a massive transformation effort throughout the command. A key principle of our transformation efforts was to balance the span of control within the command by equalizing the number of companies in each battalion and the number of battalions in each brigade, and to do this while focusing on accomplishing our assigned missions across the command. Another aspect of transformation was to increase each brigade’s ability to focus on planning, training execution and compliance — increase their mission focus. We accomplished this by transferring duties related to logistics, administration, and budget management to one location under the umbrella of the Special Missions Brigade which stood up here at Fort Knox Oct. 1, 2007. We also consolidated the command and control of medical recruiting battalions within the command by standing up the Medical Recruiting Brigade Headquarters here at Fort Knox Oct. 2, 2007.

In other transformation actions completed in 2007, we moved command and control of the Phoenix battalion from 6th Brigade to 5th Brigade; and we moved command and control of New Orleans from 5th Brigade to 2d Brigade. We also took two of the

smallest battalions, Jackson and New Orleans, and combined those areas into the Baton Rouge battalion. To assist in the dense California market, we added an additional battalion, the Fresno battalion.

All these changes were designed to be seamless at the recruiter level. This month is the culminating month for our force structure realignments within transformation. This month three additional battalions will be inactivated, St. Louis, Pittsburgh, and Des Moines. Additionally, two battalions will be realigned to other brigades, Nashville and Denver.

Never before in the history of USAREC have the battalion headquarters locations been looked at strictly based on balancing mission and with the idea of placing an area’s headquarters where it best aligns with the established recruiting market. In looking at the mission analysis, it was determined that when transformation is complete, USAREC will require 38 battalion headquarters, rather than the 41 battalions at the start of the transformation process.

We cannot say this has been an easy change. It has taken a great deal of analysis at every level of USAREC, as well as with Army Accessions Command, TRADOC and Department of the Army, which makes the final decision to inactivate a battalion.

As in any organization, our most valuable asset — the workforce — has been impacted by these changes. We have done everything possible to assist civilian employees to minimize disruption. We have authorized several management tools to include buyouts, early retirements, early registration in the DOD Priority Placement Program, and placement in other USAREC organizations through our internal mandatory consideration program. My civilian personnel staff will continue this effort until transformation is complete. We understand the challenges on the workforce and will always do our very best to support their needs.

The outcome of the transformation should be a leaner and more efficient organization that is an investment in the future of recruiting. We will continue review and analyze the outcome of transformation, and if shortfalls arise, we will immediately reassess actions necessary to insure success while caring for our workforce.

With each step in the transformation process, we will carefully consider the consequences to our military as well as the civilian workforce. We made many of the necessary realignment changes in 2007 — and all without a misstep in accomplishing the mission. The Soldiers, civilians and contract employees in USAREC have worked as a team in accomplishing the mission while undergoing restructuring across the command. Thank you for the continuing success and remain Army Strong!





# KEYS TO OVERCOMING COMMUNICATION BARRIERS

As we enter into the season of Spring, let us remember this is also a time of renewal. The trees are beginning to bloom along with the flowers, people are getting to go outside to enjoy the sunshine and there is a new “kick” in peoples’ step. So in agreement with this new season, let’s examine an area where we all can improve. This area is being able to communicate effectively with others.

Too many people are having problems communicating with each other. I remember this story in the newspaper a couple of years ago where a young man and his wife boarded a plane in Cincinnati, Ohio. Just before the 33-year-old man sat down he made a joke to the pilots by saying, “I hope you guys are not drinking in here.”

Immediately he was escorted off of the plane and the FBI was called in for his alleged disturbing behavior. It seems that people easily misunderstand harmless communication today so that many people are frightened to say much of anything to other people in our paranoid oriented society.

From my studies, I see that most human relational problems can be traced back to poor communication. For this reason I am going to share some guidelines for improving our communication.

First, we must overcome the tendency to only listen to some people and not everyone. In talking with others, we must concentrate on what people are saying, not only listening for what we want to hear. We can do this by taking notes and repeating back what you are hearing. Too many times, we prejudge others and discount anything they may say.

We can show genuine caring and concern by practicing active listening. When we show concern for others, they often reciprocate in being honest and forthright with us. When others know that they are appreciated, they will return that love.

For example, when I fell in love with the woman whom I married, she gladly listened to every word I spoke. She knew that I had her best interests at heart. Without questioning, she



Chaplain (Lt. Col.) Terry Whiteside

accepted my advice because she knew that I cared not only for her as a friend but as a potential wife, a person of worth, and a possible mother to my children.

Also, we must identify with our family, fellow Soldiers and others whom we meet. We can share their interests, their activities, their problems, their cares and their time. As a pastor in Hawaii, I used surfer language, wore surfer clothing, used surfer terms, played surfer music, and discussed topics that were common conversations among surfers.

I tried to meet people where they were, not where I wanted them to be.

Our effectiveness as adults, spouses and recruiters is more determined not by what we say, but by how we say things. There is a big difference between talking *with* others and talking *at* others.

When fathers and mothers learn how to communicate with their children with love and openness they will find their children responding more effectively. One mother started listening to her children and transformed their relationship to one of trust, love, and harmony.

Let’s work together in listening and communicating with others. These tips not only will help in recruiting but also in your personal relationships.

# America's Army Player Uses Game Training to Help Save Life



By Lori Mezoff, *America's Army*

A longtime America's Army player became a first responder at a car accident last November by employing lifesaving techniques he learned by playing the America's Army game.

Twenty-eight-year-old Paxton Galvanek credited the combat medic training he completed in the popular America's Army online PC game with teaching him the skills he needed to evaluate and treat the victims at the scene. This is the second time an America's Army player has reported using medical skills learned through playing the game to respond in a life-threatening situation.

In order to assume the role of combat medic in America's Army game, players must go through virtual medical training classes based on the actual training that Soldiers receive. The creators of America's Army developed the training scenarios with young adults in mind, recognizing their need to be able to respond in emergency situations. Through the game, players learn to evaluate and prioritize casualties, control bleeding, recognize and treat shock, and administer aid when victims are not breathing.

"Because of the training he received in America's Army's virtual classroom, Galvanek had mastered the basics of first aid and had the confidence to take appropriate action when others might do nothing. He took the initiative to assess the situation, prioritize actions and apply the correct procedures," said Col. Casey Wardynski, America's Army project director.

After the incident, Galvanek wrote the America's Army team to thank them for including the medical training in the game.

"I have received no prior medical training and can honestly say that because of the training and presentations within America's Army, I was able to help and possibly save the injured men. As I look back on the events of that day, the training that I received in the America's Army video game keeps coming to mind," said Galvanek.

"I remember vividly in Section four of the game's medic training, during the field medic scenarios, I had to evaluate the situation and place priority on the more critically wounded. In the case of this accident, I evaluated the situation and placed priority on the driver of the car who had missing fingers. I then recalled that in section two of the medic training, I learned about controlled bleeding. I noticed that the wounded man had severe bleeding that he could not control. I used a towel as a dressing and asked the man to hold the towel on his wound and to raise his hand above his head to lessen the blood flow, which allowed me to evaluate his other injuries which included a cut on his head," said Galvanek.

## Galvanek's Story

On November 23, 2007, Galvanek was driving Westbound on I-40 in North Carolina with his family. About 25 miles south of Raleigh, he witnessed an SUV on the east-bound lanes lose control and flip about five times. While his wife called 911, he stopped his vehicle and ran across the highway to the scene of the accident.

Assuming the role of first responder, he quickly assessed the situation and found two victims in the smoking vehicle. Needing to extract them quickly, he helped the passenger out of the truck and noticed he had minor cuts and injuries. He told the man to stay clear of the smoking car and quickly went to the driver's side where he located a wounded man. He pulled the driver to safety on the side of the road.

Galvanek immediately noticed the man had lost two fingers in the accident and was bleeding profusely. The victim had also suffered head trauma. Galvanek located a towel, put pressure on the man's hand, and instructed him to sit down and elevate his hand above his head while pressing the towel against his lost fingers. Galvanek then attended to his head cut and determined that injury was not as serious as his hand.

Roughly five minutes later, a Soldier in plain clothing arrived on the scene and informed Galvanek that he was medically trained and could take over until the paramedics arrived. He looked over the injured men and told Galvanek that he had done a great job. Once the Soldier assured Galvanek that the two men were in stable condition and there was nothing more he could do to assist until the paramedics arrived, Galvanek left the scene and continued on his journey.

## About America's Army

Launched July 4, 2002, America's Army is a PC action game that provides young adults with an inside perspective and a virtual role in today's high-tech Army. Through the America's Army game, players take a virtual "test drive" of soldiering in the Army from basic training to the battlefield in the Global War on Terrorism.

Users have invested more than 211 million hours virtually exploring the Army from basic training to operations in the War on Terrorism. America's Army ranks among the top ten online PC action games played worldwide.



# Connecting with the Hispanic Community

By A. Corey Castañeda, Casanova-Pendrill FMR

According to the Census Bureau,\* the Hispanic population is younger than the general population, with a median age of 27.2 years compared to 36.2 years. With more than 42 million people, it is also the largest and fastest-growing minority group in the United States. In fact, it is estimated that by 2050, the population will reach upwards of 150 million people. Given this anticipated growth, it is vital that the Army engage prospects and influencers from this increasing demographic.

Key to initiating productive conversations with targeted audiences is an understanding of the motivations and barriers weighing in on the Hispanic population's consideration of Army service. The strategies below provide insight into connecting with this community.

## Focus on Opportunity

Today's generation of Hispanic prospects is unique because most are acculturated and completely bicultural — living in the mainstream United States and guarding their true Latino heritage. This group of prospects wants to be part of something that really matters, such as giving back to their community, and hopes to achieve success not only for themselves, but for their entire family.

With more than 150 career opportunities and high quality training, the Army offers its Soldiers the chance to develop a variety of skills that will be useful far into the future. Try asking prospects questions like “How do you plan to leave your mark on this world?” and “How do you feel the Army can help you accomplish your goals?” to focus conversations on what resonates with each individual. Also important to note when speaking with members of the Hispanic community are the opportunities for leadership and service to their country.

The Hispanic prospect must know that they are going to develop their potential to the fullest by working toward a successful future on two levels: the Tangible Level (education, professional development, skills training, individual and family benefits) and the Intangible Level (Core Army Values: loyalty, duty, respect, honor, selfless service, integrity and personal courage, as well as character development, confidence and discipline).

## Include Influencers

Family is a vital part of Hispanic culture, making connecting with parents and other influencers an item of paramount importance from the very beginning. The same messages —



Los Angeles native Command Sgt. Maj. Victor Martinez, 2nd Stryker Cavalry Regiment, gives a speech for the Hispanic Heritage Month celebration in the 1st Cavalry Division Morale, Welfare and Recreation Center at Camp Liberty in western Baghdad Oct. 11. “It’s important for the Hispanic community to retain our customs and traditions wherever we go because if we don’t, they get lost,” said Martinez.

Photo by Spc. Elvyn Nieves

career opportunities, leadership development and service to the nation — should be articulated in an effort to arm those individuals whom prospects may turn to for advice. The best way to start the dialogue is to recognize their efforts as parents and salute their hard work to ensure their child’s successful future.

It is important that recruiters guide and educate these important influencers to ensure they have a complete understanding of the Army and what it can offer their son or daughter.

## Engage and Inform Local COIs

By providing sufficient and appropriate background materials, messaging and talking points, it becomes possible to use respected community members as advocates. This third-party endorsement from a civilian with a genuine passion for Army service can further the dialogue between a variety of audiences, some of which may not have been propensed to listen in the past. As members of the Hispanic community, they also lend legitimacy to the information among their peers.

## Make It Personal

When possible, engage in face-to-face conversations. In-person meetings foster relationship development and allow for recruiters to clarify misconceptions, mitigate negative perceptions and open communication channels for future discussions. This strategy rings true among prospects, influencers, COIs, Hispanic community organizations and media alike.

For more information on connecting with the Hispanic community, contact Corey Castañeda at 212.905.7277 or [corey.castaneda@casanova.com](mailto:corey.castaneda@casanova.com).

\* Census Bureau statistics are current as of 2006.

# Army Tests New Recruitment Offering

**Army Advantage Fund offers prospective Soldiers opportunity to fund home or small business ownership; offer being tested in five markets**

*Army Press Release*

**T**he Army has announced the introduction of the Army Advantage Fund, a new program offering qualified recruits a considerable down payment for home ownership or seed money to start their own business. The Army is the only branch of service currently offering this benefit.

Qualified Soldiers enlisting in the active Army are eligible for up to \$40,000 for a five-plus year enlistment, and Soldiers enlisting in a Reserve component are eligible for up to \$20,000 for a five-plus year enlistment.

Studies show home and business ownership is highly appealing to young Americans. While recognizing the difficulty in becoming a homeowner, nearly all young adults surveyed in the test markets (95 percent) agree that it is important for them to own a home, making it as high of a priority as having the right job skills (98 percent) and having a college degree (91 percent).

Currently in a test phase, AAF is available to qualifying enlistees in five markets — Albany, N.Y.; Cleveland; Montgomery, Ala.; San Antonio and Seattle — who have a long-term view toward their futures following service. Availability for AAF on a national level will be based on the pilot results.

“America’s Soldiers truly are the strength of our nation, and they deserve the best support, stability and compensation available in return for their dedication to our country,” said Lt. Gen. Benjamin Freakley, commanding general, U.S. Army Accessions Command. “The Army has a long legacy of preparing young Americans for success through skills training and education-based programs such as the GI Bill and the Army College Fund. This new offering demonstrates the Army continues to understand what young Americans consider critical to their future.

“With AAF, Soldiers have the unique opportunity to build their futures by combining the intangible strengths they gain from the values, teamwork, and skills training in their Army experience, with the very tangible benefit of a down payment on a home or the capital to start a business,” said Freakley.

Research shows that home and small business ownership are valued by many of today’s young Americans as they offer independence and financial security. However, many of these young Americans and those who influence them understand

the need for considerable professional and financial support in order to achieve these goals.

A recent survey of young Americans in the test markets shows that six in 10 young adults (60 percent) expect it to be more difficult for them to buy a home than their parents. Parents and adult influencers of those surveyed show as much concern about the difficulty young adults will face when purchasing their first home (63 percent say more difficult).

Among all surveyed, most view having enough money to start a small business as a big problem (79 percent). More than six in 10 young adults (66 percent) and parents (61 percent) say that the funding would most likely come from a bank loan. By taking advantage of the AAF offer, participants may be able to either reduce or eliminate altogether the need for a bank loan to start a small business.

“What we are hearing from our young people and influencers is that, although it is essential to them to establish home ownership and get started down their chosen career path, many times they question how they will be able to accomplish it,” says Freakley. “The Army recognizes these challenges and wants to be a part of the solution by offering young adults the proper funds which will allow them to live their American Dream.”



**The Army Advantage Fund offers qualified recruits a down payment, up to \$40,000, for home ownership or seed money to start their own business. Photo by Walt Kloeppel**



# Out of Africa

By Ken Plant, Minneapolis Battalion

Staff Sgt. Erik Albertson, Fargo, N.D. recruiter, told Joe Gehmie that he would need a copy of his high school diploma before considering enlistment into the Army.

A few weeks later, Albertson received a long distance phone call from Africa. It was Gehmie calling from Liberia to share with his Army recruiter that he obtained a copy of his diploma and that his friends were hosting a party for him on making the decision to join the United States Army.

"Pfc. Joe Gehmie, since his enlistment, has provided our recruiting station with several referrals, now being worked. He is now a citizen and a model Soldier," said Albertson.

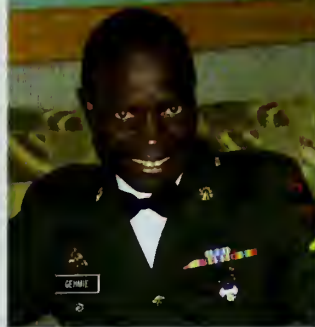
Gehmie's past experience includes helping refugees from Sudan, Republic of Congo, Sierra Leone, Rwanda and Liberia. His church recognized him for his efforts and contributions to the Liberian community in Fargo.

Gehmie raised his right hand on Oct. 17, 2006, in Fargo to take the oath of enlistment into the Army. From North Dakota, Gehmie went on to basic training and motor transport training. He's attended Army schools in Fort Sill, Okla., Fort Bliss, Texas and Fort Benning, Ga.

In his short time in the Army, Gehmie has earned special recognition from both his commander and command sergeant major during heavy equipment transportation training exercises. Now attached to the Army Evaluation Force, 34th Forward Support Company, Fort Bliss, Texas, Gehmie said, "The Army is the best thing that has ever happened to me. It has changed my life by instilling many qualities such as learning the importance of commitments, loyalty, discipline and respect for others.

"I grew up in a small village in Africa, with a population of 25. While living in Liberia, I was nonreceptive and non-accommodating to strangers because of ethnicity, discrimination and racism."

Gehmie shares he has since learned, "The Army has helped me rid myself of negativity. Because of the Army, I have become responsible and a family-oriented person. I am proud to be a part of it.



Pfc. Joe Gehmie stands by his tactical vehicle during Spartan training at Range 40, New Mexico, where he was awarded a certificate of outstanding performance. *Photos courtesy of Pvt. 1st Class Joe Gehmie*

"My unit is, without a doubt," said Gehmie, "one of the best units in the Army. Everyone cares about each other and looks out for one another. I know I can trust them with my life. For that, I am thankful."

"My commander is one of the kindest people I have ever met. She knows even by the posture of her Soldiers, simply by looking at them, whether they need some help. And she's ready to help. My first sergeant is my role model. I've learned from him a lot of leadership skills. I think the Army is the most professional entity in the U.S. government. I love the United States. I love the Army. I am happy to be given the opportunity to serve and be the guardian of freedom and defend the American way of life. God bless America," said Gehmie.

# Master Sergeant Promotion Board

By Sgt. 1st Class Gregory Jung, 79R Proponent

The Regular Army master sergeant promotion board convened Oct. 2. The board considered sergeants first class with a date of rank Oct. 2, 2005, and earlier with a basic active service date between Oct. 3, 1984, and Oct. 2, 1999. These dates are inclusive.

**Primary Zone:** Sergeant first class with date of rank of Oct. 2, 2004, and earlier.

**Secondary Zone:** Sergeant first class with date of rank of Oct. 3, 2004, thru Oct. 2, 2005.

Those selected came from across the "high risk" leadership positions. The promotion board panel complied with the USAREC Proponent Board Brief Guidance and selected based on specific criteria.

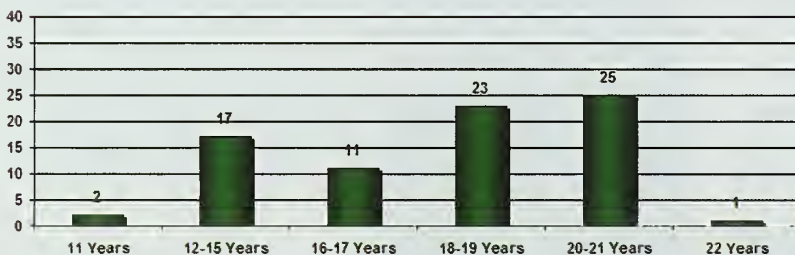
The following is a profile of those selected for promotion to master sergeant:

The total number of sergeant first class 79Rs considered for promotion was 1,132 and 81 were selected.

Fourteen Soldiers were selected in the secondary zone.

The average time in service for those selected for promotion was 17 years. The highest was 22; the lowest 11 years.

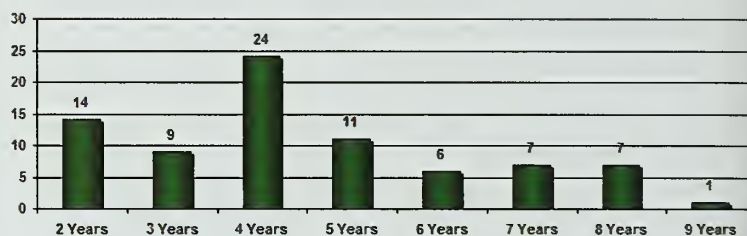
## Time in Service Master Sergeant Selectees



The average time in grade for those selected for promotion was 4.5 years.

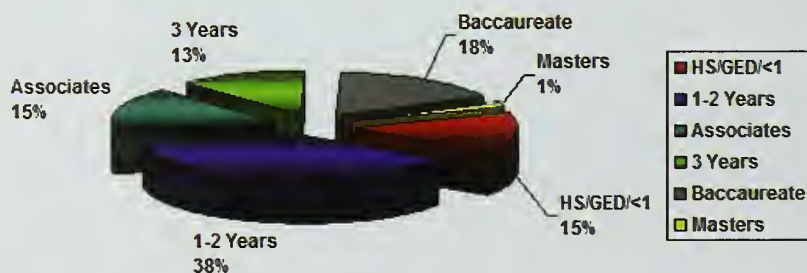
This highest was nine years and the lowest two years.

## Time in Grade Master Sergeant Selectees



The civilian education level of the NCOs selected is:

## Master Sergeant Selects Years of College Attendance





# Army Meeting 2008 Recruiting Goals

By C. Todd Lopez, Army News Service

**T**he Army is on track to meet its fiscal 2008 recruiting goal of 80,000 new active-duty Soldiers, said the U.S. Army Recruiting Command's top officer.

During testimony Jan. 31, before the Senate Armed Services Committee's military personnel subcommittee, Maj. Gen. Thomas P. Bostick, USAREC commander, told lawmakers his command is also working to help the Army Reserve meet its number.

"We are slightly behind established monthly objectives for the Army Reserve," he said. "But we are aggressively working with the Army leadership to develop the way ahead to achieve our Army Reserve mission for this year."

This year, the Army Recruiting Command hopes to meet a recruiting goal of 26,500 new Army Reserve Soldiers.

Maj. Gen. Bostick said one of the difficulties in meeting recruiting goals is the "incredibly challenging" recruiting environment.

"Less than three out of 10 of our nation's youth are fully qualified for service in the Army due to disqualifying medical conditions, criminal records, lack of education credentials or low aptitude test scores," he said.

Likely exacerbating the issue: the war in Afghanistan and Iraq and its affect on "influencers" of potential recruits.

"Today, parents and influencers are less likely to encourage their family members and other young adults to join the military," the general said. "Propensity — the desire to enlist in the armed forces — is at its lowest point in two decades."

Nevertheless, last year some 170,000 Americans stepped forward to enlist in the Army, Army National Guard and Army Reserve. Additionally, the general said, Soldiers — even those who are serving in or have served in combat — are re-enlisting.

"Our volunteer Soldiers are re-enlisting because they believe in their nation; they believe in their flag and they believe in each other," he told senators.

The Army has transformed the Recruiting Command, restructuring its 41 recruiting battalions and modifying their respective areas of responsibility. The restructuring reduced the size of larger battalions, while increasing the size of some of the smaller ones. This corrected imbalances in mission responsibilities, Bostick said.

The restructuring also included the formation of two brigades: a special missions brigade to handle administrative functions, logistics and special missions for subordinate brigades; and a medical brigade to provide command and control for the five medical recruiting battalions.

In the medical community, the Army is now ahead by 122 accessions this year compared to last year, the general said, indicating that changes made to the medical recruiting structure have been positive.



Recruits wait for further in-processing after receiving their initial haircuts. Photo by Senior Airman Micky Bazaldua

"This effort will ensure we have the right levels of emphasis and expertise working this critically important mission," he said. "This remains one of our most challenging areas, but we are making significant progress."

The Army follows Department of Defense guidelines about the quality of civilians that can be recruited into the Army. For instance, at least 90 percent of recruits must have a high school diploma, 60 percent of recruits must score in the I-III A category or better on the Armed Services Vocational Aptitude Battery and no more than 4 percent can score Category IV on the enlistment test.

In fiscal 2007, the Army fell short of the goal of ensuring that 90 percent of its recruits had a high school diploma. Instead, in fiscal 2007, only about 79 percent of recruits held diplomas. Nevertheless, the general said, the Army is recruiting quality Soldiers.

"All Soldiers in our Army are qualified to serve," he said. "And field commanders are very pleased with the men and women now serving in their formations — some of whom are not high school diploma graduates or may have received a waiver to serve in our Army."

The general pointed out that about 90 percent of Soldiers in the Army have a high school diploma, compared to a national average of between 70 and 80 percent. In some areas, he said, that number is less than 50 percent.

Despite the difficult recruiting environment, Bostick told senators he believed Army recruiters could meet the challenge of maintaining a quality volunteer Army and asked lawmakers for their continued support.

"I am confident our recruiters will maximize the resources you have given them in order to achieve our mission," he said. "While public support for our Soldiers remains strong, we need more Americans to step forward and serve our nation — a nation at war. I thank you for your commitment to assist Army recruiting, and ask for your continued support to encourage Americans to answer our nation's call to duty."





Brad Koenig, center with shotgun, is joined by other educators at the San Antonio Gun Club during the All-American Bowl in San Antonio, Texas. Koenig was one of 50 educators nominated to attend a 2007 Minneapolis Recruiting Battalion education tour to Fort Bragg, N.C. In January, because of his referral activities, he was nominated and selected to attend the Army All-American Bowl. Photo by Lt. Col. Daniel Jones

# History Teacher is Capt. Rustad's Best COI

By Cheryl Moore, Minneapolis Battalion

There are certain advantages to being assigned as the company commander of a recruiting company whose headquarters is in your old stomping grounds. Just ask Capt. Tim Rustad.

Not only did he spend almost his entire adolescent and teen years within miles from where he currently commands Mankato Company, Minn., he even worked out of his current company headquarters while he was on hometown recruiting duty, prior to the start of his Air Defense Artillery Officer Basic Course.

When asked about the greatest benefit of recruiting in his hometown, Capt. Rustad answers, "access to the schools."

During the first year of command, Capt. Rustad relied heavily on his knowledge of the area and the local educators in order to enhance his company's capabilities.

"The first thing I wanted to do was open some doors for my noncommissioned officers in schools where my connections were still very strong," said Rustad.



**“Without a doubt, the best COI I have helped tap into for my recruiters would be my old history teacher, Mr. Brad Koenig.”**



**— Capt. Tim Rustad**

Rustad, who has eight brothers and sisters, has family scattered throughout his company's footprint. They have been beneficial to his company's recruiting efforts to include a brother who is a high school counselor; a sister who teaches high school math; and another brother who teaches physical education.

However, when asked who has been his best center of influence in the schools, it was shocking to hear it wasn't family. Instead, Rustad stated that although family has been helpful, "Without a doubt, the best COI I have helped tap into for my recruiters would be my old history teacher, Mr. Brad Koenig."

Koenig teaches high school history, geography and social studies at Nicollet Public High School and has done so since 1987. Because Nicollet is a small school, the average graduating class is usually under 40 students, Koenig teaches nearly every student in high school every single year.

"Brad's knowledge of not only the kids that are in his classes now, but also the recent graduates, has been such a huge asset to our recruiters, said Rustad. "Before we ever talk to one of his referrals he always gives us an extremely accurate blueprint of the potential applicant."

Koenig was one of 50 educators nominated to attend a 2007 Minneapolis Recruiting Battalion education tour to Fort Bragg, N.C. In January, because of his referral activities, he was nominated and selected to attend the Army All-American Bowl.

"I thought there was no way the Army would be able to top the education tour I took last year to Fort Bragg," said Koenig. When asked how his trip to San Antonio with the All-American

Bowl compared, he stated, "Both were fantastic. I am a huge sports fan and previously coached at the high school level, so for me the Army All-American Bowl was a special event. It opened my eyes even more to how much the Army truly has to offer to kids these days."

Koenig stated that the best part of the trip to San Antonio was seeing and talking to the wounded Soldiers at Fort Sam Houston, Texas.

"Their courage, determination, love of our country, and pride of being an American Soldier will be a lasting memory for me."

Over the past year, the Mankato Station recruiters have taught subjects in his classroom ranging from map reading to military history.

Staff Sgt. Kevin Bergan, along with Staff Sgt. Joshua Tolbert have been the primary recruiters for Nicollet High School over the past 18 months.

Koenig's trust and confidence in Soldiers initially was influenced by his brother Al, a retired Army Reserve lieutenant colonel and college professor at the University of Nebraska at Omaha.

"One thing Al has always stressed to me is how intelligent and professional the Soldiers were that he worked with and how important it is to the military that everyone, especially high school students, have the opportunity they deserve to hear what it is like to serve this great nation," said Koenig.

Although he has always had an open door for the recruiters in his classroom, since Rustad has been back in the local area, he has made it a point to ensure Soldiers like Bergan and Tolbert teach and interact with his students.

# This Recruiter Can Take a 'Buck' and That's No 'Bull'

By Becky Shadowens, Denver Battalion

**E**ight seconds may not seem like a long span of time — unless you are riding a 2,000-pound tornado with horns — then it feels like an eternity.

That's how Staff Sgt. David Green, a recruiter in Denver and a professional bull rider in three associations, describes the rodeo experience in a nutshell.

"The most exciting moment for me is every time I step over the chute gate," he said.

Even after bull riding for eight years, his favorite part is the feeling he gets right before he nods for the gate to open.

"After that, you hold on tight and make sure you don't slap the bull with your free hand for eight seconds," said Green.

While a wild bull is a wild bull no matter where you ride it, the most exciting chapter of Green's rodeo career has just opened as he prepares for his first Professional Bull Riders Association rodeo — the Salina Invitational Discovery Tour in Salina, Kan., as an Army-branded rider.

"This is it," he said. "This is what I've been dreaming of my whole life."

Green has ridden in more than 30 rodeos and also rides for the Colorado Professional Rodeo Association and the Professional Team Bull Riders.

"The only awards I have won are a few bucks," he said, although it's hard to tell which kind of 'buck' he is referring to.

And, a price he paid was having his forearm break during one ride.

"(The bull) jumped on his front end and I leaned over — when I did my arm went down on my thigh and I snapped it in half," he said. "The doctors had to go into my ulna (the bone in

**"Others just say I'm crazy."  
— Staff Sgt. David Green**

the forearm toward the outside of the hand) and put a rod through the middle of it and a screw on each end."

But, being a Soldier, he didn't let that get in his way.

"He's one of the craziest people I know," said Staff Sgt. Jerome Davis, a recruiter who works with Green and has been to several of his rides. "You see what they go through, and it's wild."

Being a Soldier also helps Green with bull riding "because all the physical training we do helps to us stay in shape and keeps us flexible," the 32-year-old said.

The camaraderie of being in the Army has spurred him on too.

"My company and station have raised money for me to ride in a couple of events so people around our area can see that the Army does have a rodeo team," he said.

A couple of Soldiers in Green's station in Denver on the Auraria Campus go out of their way to make it to all of his events, he said — "others just say I'm crazy."

**Staff Sgt. David Green, a Denver recruiter, has ridden in more than 30 rodeos and rides for the Colorado Professional Rodeo Association and the Professional Team Bull Rodeo Association.**









Col. Charles Williams, commander Special Missions Brigade, administers the oath of enlistment to six Future Soldiers in the USAREC conference room during the women's history event in 2007. Photo by Walt Kloeppel

# Recruiting Women for Today's Army

By Command Sgt. Maj. Maria Martinez, USAREC G3

In 1981, Congress passed a joint resolution proclaiming March of each year as Women's History Month. As we celebrate women in Recruiting Command, we can recognize the need for this historic resolution.

Today, women perform missions in Afghanistan, Iraq and countries around the globe. Recruiters must be aware that women will answer the call to duty in wartime. Women's willingness to play a military role can expand the recruiter's market.

Here are a few ideas to help in recruiting women for the Army and Army Reserve.

- Go to local job fairs that focus on women in their work.
- Attend events that celebrate Women's History Month and network with the community.
- Find opportunities to highlight female Soldiers who are part of your team by encouraging them to speak at local events.
- Find opportunities for your female Future Soldiers to highlight why they joined the Army and Army Reserve.

The following are examples of what can be done as we celebrate Women's History Month.

- Get involved with local schools and school boards so that they can encourage students to write an essay.
- Ask city council or board of supervisors to issue a special proclamation in honor of National Women's History Month.

- Plan a reception or Center of Influence event to honor the women in your community and your Future Soldiers who have enlisted in the Army and Army Reserve.

The following are examples of female role models who have excelled in recruiting.

## Command Sgt. Maj. Donna Punihaole

She was born in Los Angeles, Calif., and joined the Army in September 1985. Punihaole most recently served as the operations and training sergeant major, Army Accessions Command. She became the senior enlisted advisor with the Accessions Support Brigade in January 2006. The ASB consists of the Mission Support Battalion, Army Parachute Team, and the



Marksmanship Unit. Punihaole has served as a recruiter, station commander, instructor at the Recruiting and Retention School, senior guidance counselor, first sergeant, battalion command sergeant major, and operations and training sergeant major. She is a graduate of the Sergeants Major Academy and graduate of Gonzaga University with a master's degree in organizational leadership.

#### First Sgt. Fitimalo Siaosi

She is the USAREC First Sergeant of the Year. Siaosi is a native of Vaitogi, American Samoa. She credits her success to her past and present leaders and most of all, her Soldiers. As a noncommissioned officer, she leads by example and always applies her motto, "If you want your people to be responsible, be responsive to their needs."

She is assigned to the Portland battalion with duty as Guam company first sergeant. She was assigned to the Recruiting and Retention School as an instructor/writer/division chief. She was a drill sergeant and was an administrative assistant to the Division G-4. She deployed to the Middle East during Operation Desert Shield/Desert Storm while assigned to the 24th Infantry Division. She was awarded a Bachelor of Business Administration in Human Resource Management from Belford University.

#### Command Sgt. Maj. Janis A. Doss

She serves as command sergeant major of the Mid-Atlantic battalion. She loves the Army and has served since March 1983. She is a graduate of the Sergeants Major Academy.

Doss' assignments include command sergeant major in Salt Lake City battalion, first sergeant of the North Philadelphia company, Operations NCOIC for 1st Brigade at Fort George E. Meade, Md., master trainer, operations NCO, and guidance counselor for Philadelphia battalion, station commander of the Freehold station in Central Jersey company, and recruiter in the Abington station.

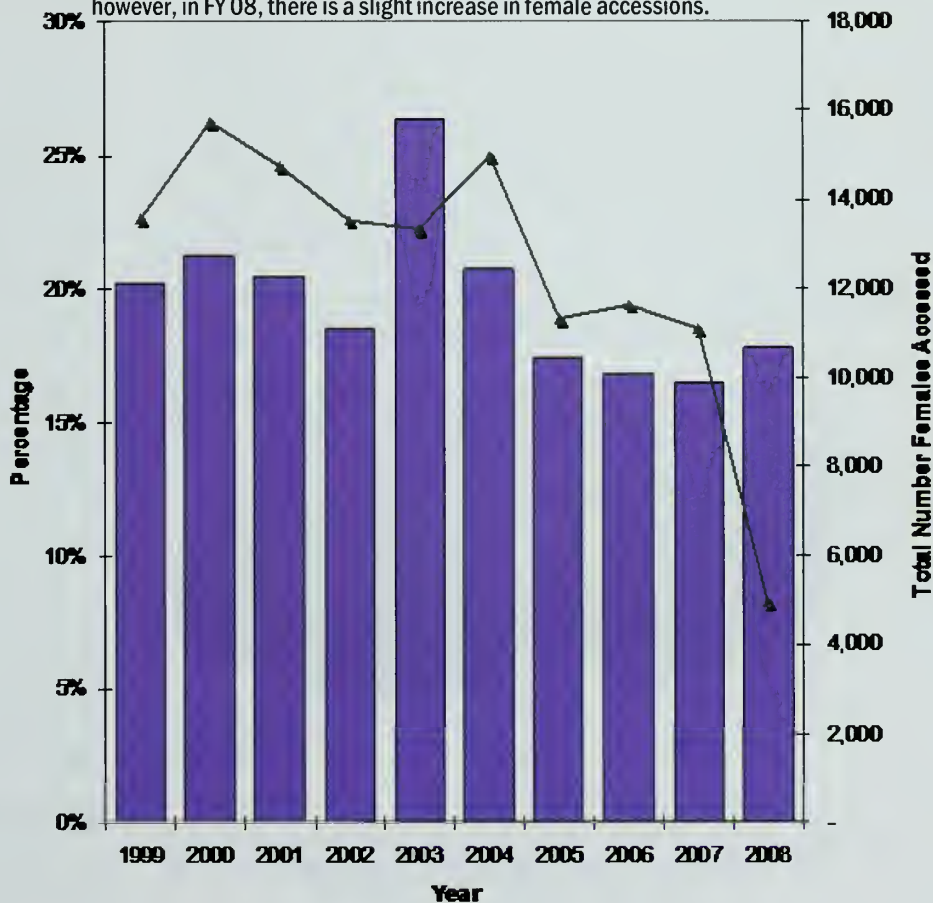
## What is Open to Women?

Enlisted MOSs	154 of 183
Warrant Officer MOSs	68 of 69
Commissioned Officer	197 of 202

## What is Closed to Women?

Infantry  
Field Artillery  
Combat Engineer  
Armor  
13S and 13W are open to female applicants.

The chart depicts the percentage of female accessions and the total number of female accessions from 1999 to present. It shows a decline over recent years, however, in FY 08, there is a slight increase in female accessions.



# Fixing the PPI Ordering System

## —adding flexibility for the recruiting force

By Charlie Wilson, PPI Tiger Team Leader

Personal presentation items became a hot topic around the Accessions Command during September. Commander Lt. Gen. Benjamin Freakley directed a Tiger Team be established to fix recruiter problems with the ordering of PPIs.

A Tiger Team is a business process that identifies issues, develops and recommends courses of action, resolves problems and monitors progress of the approved course of action. Freakley wanted the problems fixed and directed the Tiger Team to identify, deliver, and create flexibility in the ordering of PPIs for the field.

“The field recruiters were talking to the CG and DCG when they would go to visit,” said Sharen Harper, logistics chief, G4/8. “Recruiters didn’t feel they were getting enough items.”

One of the first actions by the Tiger Team was to implement a survey, Voice of the Customer, to further define the needs of the force. Results of the survey provided the basis for the business rules to upgrade the E-Commerce software, E-SW.

The upgrade will consist of two phases. Phase I is the interim solution that focuses on grouping PPIs of similar value. Phase II will be based on an individual based PPI credit system,

which is a credit allocation given to an account holder over a calendar month.

The graphs show the major results of the survey and what is driving changes to the E-SW at the Accessions Distribution Center or ADC.

### The Survey Results

More than 600 recruiters, station commanders and medical recruiters provided input to the PPI survey. The survey asked several questions. The three charts depict the survey results and how the results impacted the development of new business rules.

From the survey, the most sought-out items were T-shirts, carabineer key rings, golf par sets, COI ink pens, ACU lanyards and ACU journals with pens.

Additionally, recruiters indicated that they would like to see more T-shirt sizes, more “Proud Parent” items, hoodies, more chaplain and medical items and more ACU and Army Strong items, to name a few.

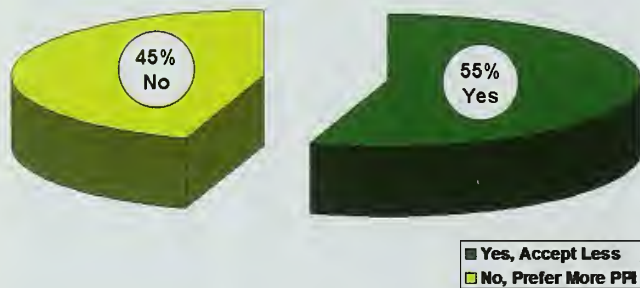
A key discovery gained from the survey was that the ordering system should not lose touch with the needs of the recruiting force. As a result, one of the new business rules being incorporated is the imbedded survey on the ADC’s E-SW. Every fourth time a recruiter places an order, the order will not be processed until a small survey — three to five questions — is completed. The survey will be changed every three to six months, and it will focus on the quality, quantity and variety of the items available.

However, there is a reality that the budget will always limit the number of items that can be procured. Planning will still be the key to success, as well as the proper use of the PPI to generate leads and develop COIs in the local markets. The USAAC Deputy Chief of Staff, G7, will hire a dedicated Accessions Command PPI manager whose responsibility includes daily management of PPI requirements.

### Start of Phase I

Phase I was implemented Jan. 14. The ADC E-Commerce software now provides the USAREC customer more choices in

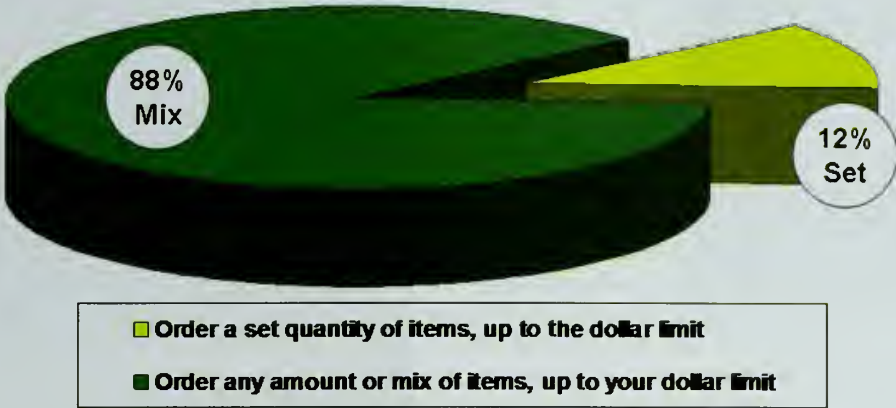
**Survey Question: If given the option to order more frequently than the current 28-day period, would you be willing to accept fewer PPI products?**



**Survey Impact: New business rule being developed to allow the ability to order more frequently.**



**Survey Question: If given a PPI budget, would you prefer:**  
a. To order a set quantity of items, up to your dollar limit. (Set)  
b. To order any number of mixed items, up to your dollar limit. (Mix)



**Survey Impact:** New business rule being developed to allow more product mix (interim and end state).

selecting the quantity and type of PPI that best fits their market or needs. This feature is based on the way in which orders are placed for the RPI stand-ups, RPI No. 700 through 709. With the stand-ups, recruiters can place an order for any six of the 12 available.

Recruiters will now have the option to choose from six groups of similarly valued PPIs, with each group having a maximum authorized quantity.

**Example – PPI Group 3 Consists of**

- PPI 107, sports bottle with a unit of issue of 10 each,
- PPI 145 acrylic mug, unit of issue is 10 each,
- PPI 153 luggage tag unit of issue is 25 each.

The maximum quantity for this group is three per station every 28 days.

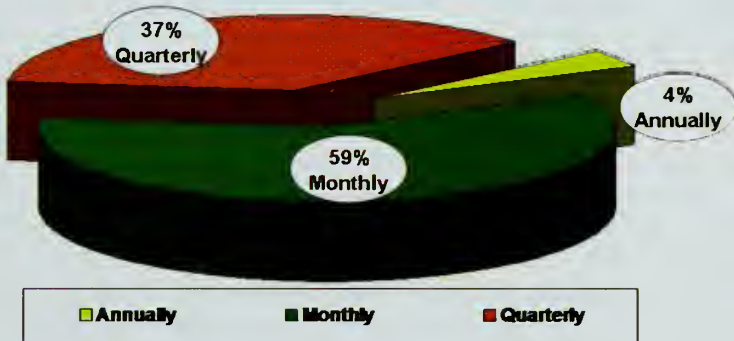
The customer can order a combination of three of any of the items in this group, such as three sports bottles or one sports bottle, one acrylic mug and one luggage tag.

One can access the instructions from the E-SW ADC by selecting the “about” tab and opening the “PPI Group Guide.doc” for detailed information.

We took the suggestions and are changing the system. Even as we implement Phase I, which is an interim feature that will be turned off after implementation of Phase II, we still want and need your feedback. Also, the Tiger Team will review expanding this new feature across the board to all Accessions Distribution Center accounts.

Stay tuned, as we are on schedule to implement Phase II later in the year and will update you in a future Recruiter Journal article.

**Survey: If given a station PPI budget – which frequency would you prefer your budget allocation to be given?**



**Survey Impact:** New business rule being developed will be based on a monthly credit with rollover.

# The Strength Within

## One NCO's Experience with Suicide and PTSD

By Elizabeth M. Lorge, Army News Service

In the face of rising suicide rates among Soldiers, the Army is making a renewed effort to help Soldiers at risk and educate Soldiers and leaders about the signs to look for in their battle buddies and subordinates.

That education is crucial in saving Soldiers' lives, said retired 1st Sgt. Cornell Swanier. He has first-hand experience with suicide — as a prevention-education coordinator, as a noncommissioned officer who lost a Soldier and as a combat veteran with post-traumatic stress disorder who has thought about killing himself.

On Thanksgiving Day, 2002, he got the call every leader dreads. One of the Soldiers he had brought safely through a deployment to Kuwait for Operation Enduring Freedom was dead by his own hand, an event Swanier is still trying to comprehend.

"I really got close to my Soldiers," he said. "I really tried to know the Soldiers, know their families, from top to bottom. It was tough on me. It's still tough on me to this day to walk in the barracks room and to see a dead Soldier. When Thanksgiving comes around, I think about that Soldier."

The specialist had been very intelligent, a model Soldier in a model section. He was a little quiet and prone to being picked on by his fellow Soldiers, but 1st Sgt. Swanier said he got along well with his section, one of the best in his company.

Swanier said he felt responsible for a long time, but no one had any idea the Soldier wanted to kill himself. He even bought new speakers for his car shortly before he died. But he had planned the whole thing, bought a gun, even detailed where he wanted his ashes scattered in his suicide note.

After he died, 1st Sgt. Swanier went through all of the paperwork from the Soldier's monthly counseling sessions and couldn't find anything that would suggest suicide.

Swanier had served as a prevention-education coordinator at Fort Benning, Ga., so he knew the signs to look for: Soldiers who start giving things away, whose job performance goes downhill, who isolate themselves and stop socializing and, of course, Soldiers who talk about killing themselves.

"You have to take that seriously. I'm sure that Soldier was exhibiting some signs around his roommate and fellow Soldiers, and they just didn't know it," he said.

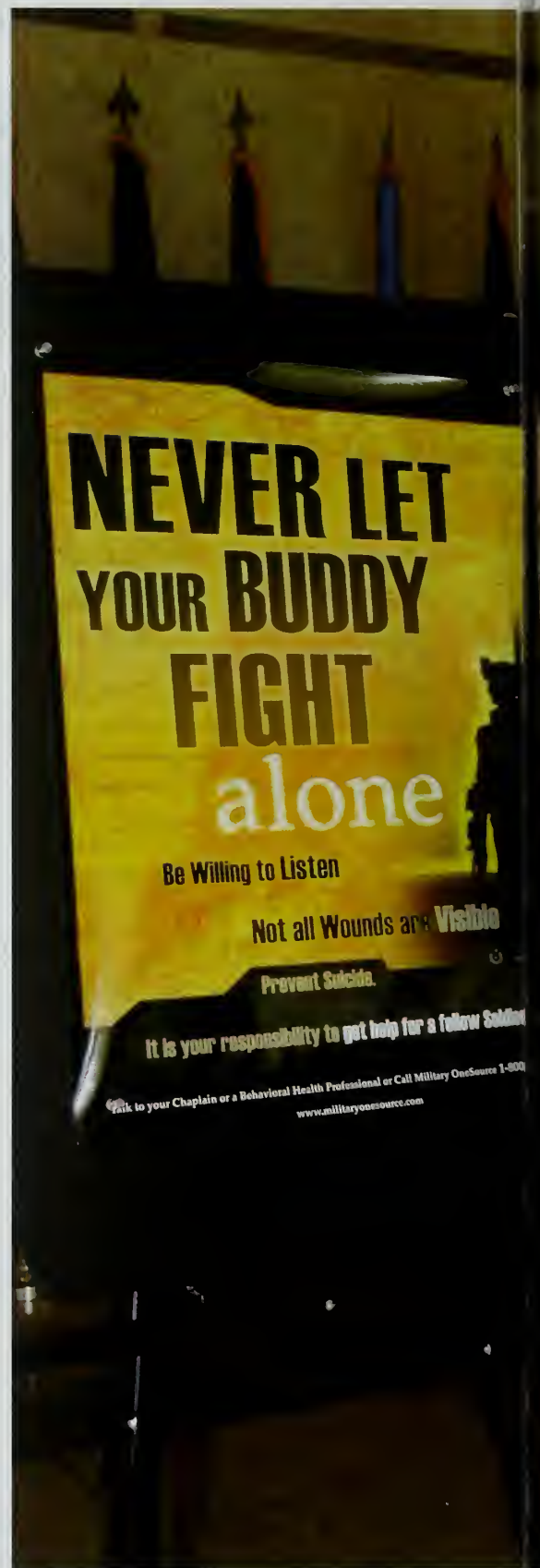
The suicide, he continued, touched everyone in the close-knit unit. "It really dragged us down, put a somber mood on the unit for some time. It took us time to move forward."

The mission came first, however, and they were deployed for the initial ground war in Iraq in March 2003, a deployment that triggered Swanier's own battle with post-traumatic stress disorder and thoughts of suicide.

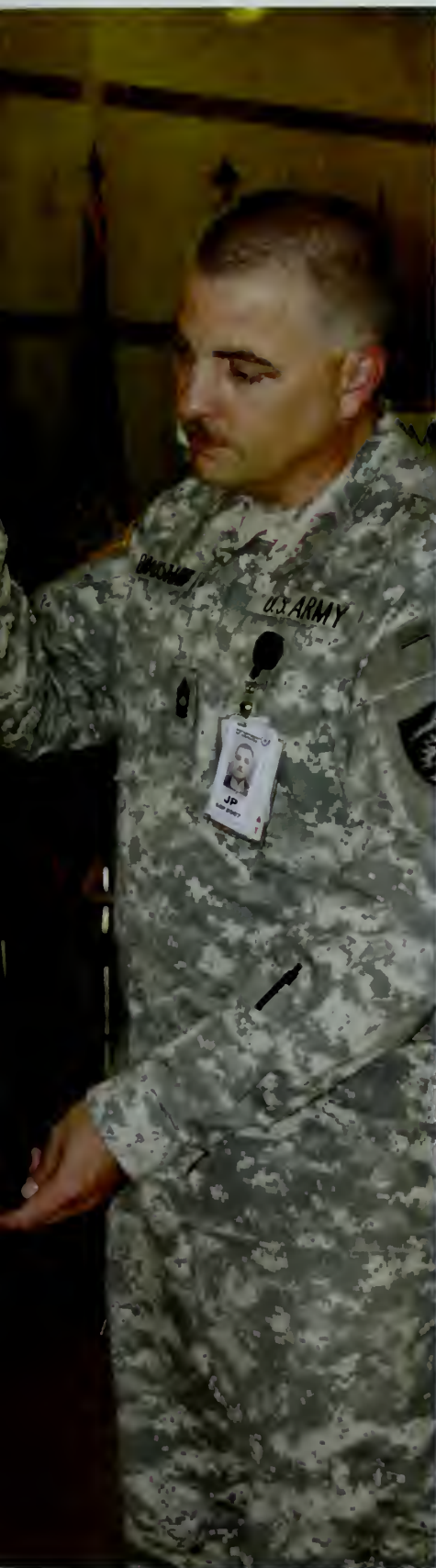
Until a year after his return, when his father mentioned how angry he was, Swanier didn't realize how PTSD was affecting his life — he had cancelled several appointments with specialists and avoided group therapy.

"There were many sleepless nights. Depressed days. I would sit in one spot for most of the day. I would isolate and I wouldn't go out. I wouldn't talk to anybody. I wouldn't answer the telephone. I would get up in the middle of the night and make sure all my doors and windows were secured," he said.

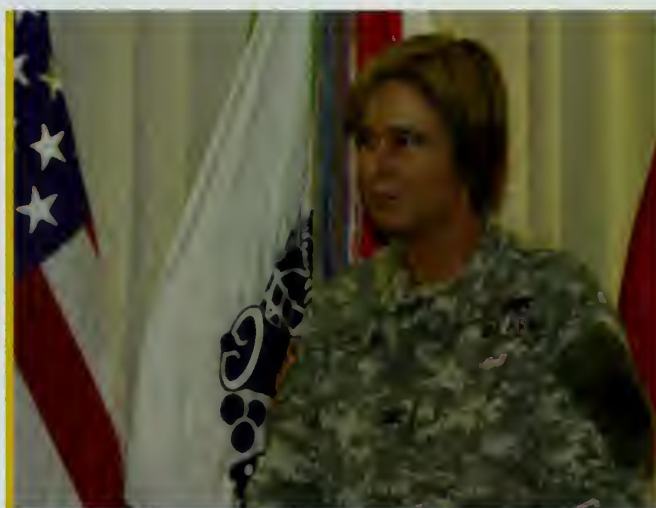
He never attempted it, but Swanier also thought about killing himself. He still does occasionally. He doesn't even like to wear neckties, although now he feels comfortable talking about it with his wife.







**Master Sgt. Marshall Bradshaw, the Army National Guard's Suicide Prevention Program manager, posts a suicide prevention placard at the National Guard's joint headquarters at Jefferson Plaza One in Arlington, Va., Aug. 17. Statistics reveal suicide is the third-leading cause of death among National Guard Soldiers. Photo by Sgt. 1st Class Erick Studenicka**



**Col. Elspeth Richie, the Army's top psychiatrist, responded to questions about the Army's rising suicide rate at a Pentagon media round table. The Army is responding to rising suicide rates with more training programs for Soldiers, leaders and families, and is encouraging battle buddies to watch out for each other. Photo by Elizabeth M. Lorge**

If it hadn't been for the conversation with his father, Swanier believes he would have lost his family and ended up divorced. Instead, he joined an outpatient program at the local Department of Veterans Affairs post-traumatic stress clinic.

"When you mention the words mental health or behavioral health, there's a stigma," he said. "And I'm a first sergeant. We were coming back and that place was full of Soldiers, no leaders. And I just couldn't see myself going to behavioral health. I'm the type of person who was used to going up there and checking on Soldiers."

Swanier said his wife and daughter didn't understand at first, but that their support has gotten him through his treatment. Talking to other veterans who know what he's going through also helps, he said. He tells Soldiers and leaders that they shouldn't be afraid to get help because PTSD is just like any other disease.

"We treat it and move on with our lives. This is no different. It's just a different part of our body. It starts with you, then it affects your family, then your community. There is a snowball effect if you don't get help. Because if you're going through post-traumatic stress disorder, your family's going through secondary post-traumatic stress disorder," he said.

"If you want to help your career, get help. In the long run, if you're a leader and you have issues, you don't understand what you're doing. It'll definitely affect readiness. You're weak if you don't go. I think we're to a time now where everybody understands — OK — it's out there."

As with suicide, 1st Sgt. Swanier emphasizes the importance of education so families, leaders, Soldiers and even Army civilians know when to get Soldiers help and how to support them.

"I want to be able to help other Soldiers and also be an advocate for post-traumatic stress disorders. It can happen to anybody. We've got to get rid of that stigma," he said.

Under the Army Medical Action Plan, the Army is working hard to do just that. The service has launched the chain-teaching program to teach all Soldiers how to recognize the symptoms of PTSD and realize their careers are not in danger if they seek help. The Army also conducts mental-health assessments of Soldiers before, during and after deployments.

# Technology to Communicate with Remote Soldiers and Families

*From Army Stand-To!*

Family Readiness Groups function as a communications mechanism, bringing facts to the families from command, and serving as an informal chain of concern to bring issues back up to command. They are integral to the morale and support of Soldiers and families in geographically dispersed units such as USAREC. It is structured based on the needs of the unit; some FRGs are large, very active and all encompassing to include parents, friends and significant others in their information chain while others are small and tailored only to the immediate requirements of the unit.

A new system, the Virtual Family Readiness Group Web system, provides all of the functionality of a traditional FRG in an ad hoc and online setting to meet the needs of geographically dispersed units and families. Unlike FRGs that are immediately located with the unit, the vFRG links the Soldier, their family, the FRG leader, the unit commander, the higher commands and other family readiness personnel on their own controlled access Web portal to facilitate the exchange of information and provide a sense of community, using technology to automate manual processes and provide enhanced services and communications.

What has the Army done? Over 1,100 vFRGs are established linking families on the homefront to those forward deployed and geographically dispersed units. The Army has limited development of vFRG sites to units at the battalion level and higher in an effort to serve the most Soldiers and families across the Active, Guard and Reserve. Waivers are available for separate companies and other non-battalion units with special needs.

What efforts does the Army plan to continue in the future? The vFRG is being redesigned to address feedback from users and administrators and improve end user experience. Marketing these resources to commanders and families is an integral part of the way ahead.



Why is this important to the Army? Family Readiness Groups are critical to maintaining the strength, morale and information chain for Soldiers, families and command. Elements such as the vFRG program have proven to be overwhelming successes as additional information sources directed to family members of Soldiers within the command. FRGs leverage command and families; vFRGs leverage technology for providing up-to-date information and connecting families and commands.

Contact your Soldier and Family Assistance program manager for additional information about vFRGs and how to access this valuable information. You can reach your SFA by calling 800-790-0963, then enter the number of brigade and the number of your battalion (from the listing on the recording).





Data indicates that 65 percent of these motorcycle accidents involved Soldiers older than the age of 25. Of these mishaps, 60 percent involved Soldiers in the grade of E-5 or higher.

# Moving Left of the Boom on Motorcycle Accidents

*By Command Sgt. Maj. Tod L. Glidewell,  
U.S. Army Combat Readiness/Safety Center*

Left of Boom, a term used in Iraq for the Army's effort to disrupt insurgent cells before they can build and plant bombs, should also apply to motorcycle safety.

Spring is the traditional start for motorcycle riding and, for many riders, Daytona Bike Week, Feb. 29 through March 9, marks the unofficial beginning of the season. Numbers indicate motorcycle sales have steadily increased over the years, and riding is a popular activity or mode of transportation among our ranks. As engaged leaders, we need to ensure Soldiers are aware of the tools/resources available to them. The Army Chief of Staff now requires the Six Point Program developed by the U.S. Army Combat Readiness/Safety Center be used by all Army units. It is the minimum standard. This program requires command emphasis, discipline, composite risk management, standards and provides alternatives, as well as a commander's assessment.

The focus of the program is engaged leadership through positive assertion of proactive measures and standards.

In fiscal 2007, there were 38 Soldiers killed in motorcycle accidents. Data indicates that 65 percent of these motorcycle accidents involved Soldiers older than the age of 25. Of these mishaps, 60 percent involved Soldiers in the grade of E-5 or higher. What concerns me most about these numbers, aside from the horrific loss of life, is these fatalities include our senior noncommissioned officer ranks. In some motorcycle crashes involving fatalities, the sequence of events leading up to the incident indicate these deaths were preventable. Some of these incidents indicate that fatigue, drinking and lack of engaged leadership among fellow NCOs were paramount in the Soldiers' deaths.

Department of Defense Instruction I 6055.4 and Army Regulation 385-10, Army Safety Program, Chapter 11, states that Soldiers operating a motorcycle must complete safety training. Soldiers believe that these regulations only apply when they are riding on post, which is not true. The regulation states failure to wear personal protective equipment or comply with licensing or operator training requirements is against the regulation.

Coupled with the Six Point Program, remember to be diligent and continue to move "left of the boom," not just in accident prevention measures, but in every way that involves the safety of Soldiers in our ranks.

Safety is inextricably tied to readiness. To move "left of the boom," we must go beyond the lectures and instruction on risk management and ensure it is being practiced within our ranks. While risk management remains the basic process by which we can reduce accidents, engaged leadership is the key to risk management.

Work closely with your safety professionals and visit the safety Web site at <https://crc.army.mil>, which contains tools regarding motorcycle safety. The Motorcycle Safety Foundation also has some great tips available on its Web site, which can be found at <http://msf-usa.org>.

**Army Safe is Army Strong!**



**In fiscal 2008, 14 Soldiers (one in USAREC) have been killed in motorcycle accidents compared to nine killed during the same period in fiscal 2007. Photos courtesy of U.S. Army Combat Readiness/Safety Center**

## Sister Act Two: Siblings Answer a Higher Call-to-Duty

*LaShonda Walker, Dallas Battalion*

While working on their master's degrees, two sisters began seriously thinking about their next move in life, and divine inspiration led them to answer the call to duty.

Twenty-three year-old LeyAnne Ward, and her younger sister Alison Ward, 21, have always had a passion for ministry. From the time they were young teens they were actively involved in their church in many capacities. But they never thought their passion for ministry would lead them to serve in the military.

"We have always known that God has called us to minister to people," said LeyAnne. "Growing up, we were involved in the prison ministry with our mother and also served as youth and children's church assistants. Working in the ministry has always been an intricate part of our life."

While making a routine trip to church, Alison passed a local hospital when she discovered what life had in store for her.

"As I drove past the hospital, my eyes were drawn to look at it and the words 'the Army' came to my mind," said Alison. "I immediately began crying because at that moment I knew the service was my next step after school."

When Alison returned home, she called her mother, Gloria Ward, who was excited to hear about her daughter's decision. Mrs. Ward couldn't contain the excitement, so she called her other daughter, LeyAnne, to tell her the good news.

Upon hearing the news, LeyAnne began crying too. Her joy was two-fold, she said; she was excited about her sister's discovery, because she too felt God was calling her to serve as a chaplain in the Army, but had not known how to tell the rest of her family.

"We see the situations overseas, and we realized how much these service members and their families need spiritual support and counsel," said LeyAnne. "We're really looking forward to being a part of the Army family and getting involved in supporting this mission."

Sibling rivalry is not an issue with these sisters. Some might say they've been battle buddies all their life. Both attended the University of Houston and earned a bachelor's degree in English, and now the duo is attending Southwestern Assemblies of God University in Waxahachie, Texas, where they're completing their master's degrees in Bible and theology.

With their family's support, the sisters contacted an Army chaplain recruiter and took all the steps to become chaplains in the Army.

The sisters reported having a great in-processing experience working with their

recruiters Sgt. 1st Class Stephen Spruill and Sgt. 1st Class John Cammareri, North Texas chaplain recruiters.

"We are always excited to work with recruits like the Ward sisters," said Spruill. "They were really engaged with each step of the process and always had a positive attitude. I know they'll be great chaplains for the Army."

They made their service commitment official Dec. 14, when they recited the oath of office and added the title of second lieutenant to their names.

As a chaplain candidate, the Wards will train to become Army chaplains while they're completing their master's degrees.

This summer they head to Fort Jackson, S.C., to complete the first six weeks of their mandatory 12-week Chaplain Basic Officer Leadership Course.

"The ladies will do the first half of CBOLC this summer, and next summer they'll complete Phases 2 and 3," said Chaplain (Maj.) Timothy Montgomery, officer in charge of the North Texas chaplain recruiters. "This course will focus on the ministry concept of pluralism. While they are expected to observe the distinctive doctrine of their faith, they will also learn to work with and counsel people from different types of faith."

For anyone considering the option of serving in the Army Chaplain Corps, the Wards say to listen to your heart.

"If you hear the call, don't slam the door until you look into it," said Alison. "There's such a great need for ministry in our military."



**Sisters Alison and LeyAnne Ward, left, and their mother, Gloria Ward, talk to Chaplain (Capt.) Mark Perkins, a North Texas chaplain recruiter, about what they will experience when they attend the Chaplain Basic Officer Course at Fort Jackson, S.C.**



## Science Center Hosts the Army

*Story and photo by Vernetta E. Garcia, Columbia Battalion*

Eager Future Soldiers, their friends and families were recently treated to an informational and fun-filled day. The Fort Discovery National Science Center in Augusta, Ga., was a great backdrop for this Future Soldier event. The center has a large theater, which offered ample room for the more than 150 in attendance. After the presentations, all were able to enjoy the attractions and lunch at the center.

Things kicked off with a welcome by Cpt. Travis Hill, commander of Augusta company. Parents and friends proudly watched as Future Soldiers took the oath of enlistment. “This is a new beginning, and we are very proud of each you,” said Hill. Several Future Soldiers were promoted to private and private first class and given their time to shine as Hill presented certificates as they each walked on stage.

The audience then watched a short basic training video. Augusta Downtown Station Commander, Sgt. 1st Class Kevin Henderson and a recent graduate of basic training, Spc. Qwanquita Wright, discussed and answered questions on what to expect in basic training. “If you’re a female — no, you won’t get your hair cut; yes, you have to wear the government-issued glasses for safety reasons,” stressed Henderson.

“Always be on time and be where you’re supposed to be when you’re supposed to be there,” Wright emphasized. “Basic training can be hard and you’ll probably get homesick, but you can do it!”

There were many parents present and they asked questions after Sgt. 1st Class Stormy Knowles of North Augusta station discussed Army families.

“Having the support of your family is very important,” said Knowles. “Graduating from basic training is a very proud moment in your life, invite everyone — the more the merrier.”

The presentations ended with a hand-clapping, foot-tapping



**Can we get one of these? Ashley Schupp, daughter of Jennifer Schupp, Augusta Company's secretary, tries out the gyroscope at Fort Discovery National Science Center in Augusta, Ga.**

performance by Spc. Phillip Harris, aka P-Nyce. Harris is a medical specialist at Fort Gordon but was able to travel the world for eight months with the Army Soldier Show.

“I Have a Dream,” the song he rapped for the crowd, is truly how he feels. “I’ve been able to live my dreams through the Army,” said Harris. He encouraged the Future Soldiers to enjoy and take advantage of their time in the Army.

## Army Strong Twins

By Renee Sawyer, Des Moines Battalion

Staff Sgt. Jamos Loghry, of Lincoln East Station, is the assistant wrestling coach at Lincoln Northeast High School in Lincoln, Neb. That is where he met Ciera Armstrong. Ciera is the manager of the varsity wrestling team, while her twin brother, Layne, is a wrestler on the team.

Ciera expressed interest in the Army and was at an appointment with Loghry. Her brother, Layne, was with her. The rest is history.

"I think it is great that twins decide to enlist, and it is my pleasure to be their recruiter," said Loghry, "They both expressed interest in doing service for their country and will receive excellent benefits doing it. They will be a great asset to the Army."

Ciera enlisted Dec. 28 to become a military police officer for five years. Her brother Layne enlisted Jan. 7 to become an infantryman for three years. Ciera will ship to Fort Leonard Wood, Mo., in August for 19 weeks. She took advantage of the Army College Fund and received an enlistment bonus. Layne will ship to Fort Benning, Ga., for 12 weeks, also in August. He took advantage of the Montgomery GI Bill and also received an enlistment bonus.

The twins also signed up for the Partnership for Youth Success (PaYS) program. Ciera registered with the Kansas State Highway Patrol. Layne registered with the Wackenhut Corporation as a customs protection officer.

The Armstrong twins will graduate this spring from Lincoln Northeast High School. They are the children of Jeffery Wyatt and reside in Lincoln, Neb.



**Future Soldiers and twins, Ciera and Layne Armstrong, from Lincoln Northeast High School, Lincoln Nebraska, will ship for training in August. Photo by Staff Sgt. Jamos Loghry**

## Milwaukee Battalion Creates Opportunity with March 2 Success

By Sara Micka, Milwaukee Battalion

Soldiers and educators share a common goal — better educational preparedness for a stronger tomorrow. Just like corporations and other civilian entities, the Army is a stakeholder in the future of education. While the Army offers many resources to communities across the country, few Army initiatives help our schools visualize this Army commitment to education more than the March 2 Success program.

Milwaukee Battalion's recently expanded relationship with Milwaukee public schools, Ronald Reagan College Preparatory High School, is one example of the opportunity that can be created through the M2S program. A presentation to the school principal sparked interest that resulted in the transition of 55 decommissioned recruiter laptops to the school for the application of M2S student labs and other educational development. While this collaboration has helped teachers to become more familiar with M2S, it also serves as a visible and tangible program produced by the Army for the benefit of education.

"It has opened minds and broken down barriers," said Carol Stein, Literacy Coach at Reagan. Stein further explained that this new relationship has aided in communicating the shared goal for better education. "I know you're going to work miracles with new

recruits. I imagine that's what we're trying to do here as well."

Milwaukee Battalion commemorated this partnership on Jan. 16, with school faculty and the assistance of Col. Tracy Cleaver, 3rd Recruiting Brigade commander.

"Army leaders are really looking at how the Army can partner with education — the Army wants to be a partner in building a better society," said Cleaver during an address to Ronald Reagan High School faculty and administrators.

Feedback from the faculty included questions from those new to M2S as well as reassuring commentary from those familiar with the benefits. William Luedtke, English teacher and Dean of Students, referred to M2S as an "exhaustive supplementary tool," — recognizing the Army's commitment.

It is that very confidence that Milwaukee Battalion hopes to develop within the entire Milwaukee Public School District. Cpt. James Douglas, Milwaukee company commander, and Andrew Blaha, battalion education services specialist, worked together with Ronald Reagan Principal, Julia D'Amato, over the course of a year to establish the M2S student lab. This proven relationship and the enthusiasm of Principal D'Amato have helped to create an opportunity for Milwaukee battalion to address the Milwaukee school board at a district meeting.

"Certainly, the testimony of this demonstrated partnership will be a key component to the further implementation of March 2 Success in Milwaukee schools," said Blaha.





**Maj. Corey Griffiths (left), Indianapolis battalion executive officer, administers the re-enlistment oath to Staff Sgt. Robert Mullins on the 50-yard line at the RCA Dome, in Indianapolis. Sgt. 1st Class Shane Jeffries and 1st Sgt. Jerry Rasberry post the colors.**



**Staff Sgt. Kevin Howell (right) re-enlisted for six years, as Maj. Douglas Walter administers his oath. Colors are posted by Sgt. 1st Class Shane Jeffries and 1st Sgt. Jerry Rasberry of the Metro North Recruiting Company, Indianapolis battalion.**

## Indy Re-Up at the RCA Dome

*By Stacie Shain, Indianapolis Battalion*

When 1st Sgt. Jerry Rasberry of the Metro North Recruiting Company counsels Soldiers on their re-enlistment, he reminds them that the ceremony represents a continued dedication to the Army and should be special. So when two of his finest recruiters decided to re-enlist for six years, Rasberry wanted to make their ceremony particularly memorable.

"I wanted the ceremony to be memorable for not only the Soldier re-enlisting but also for the witnesses, military or civilian," Rasberry said. "You hear stories of Soldiers who re-enlist in Iraq and Afghanistan, some right after being injured in a battle with insurgents. I always stress to make it memorable because for some, depending on where they stand in rank and years of service, it may be their last enlistment ceremony."

He suggested that Staff Sgts. Kevin Howell and Robert Mullins hold their ceremonies in the RCA Dome, the home of the 2006 World Champion Indianapolis Colts.

"I am a huge Colts fan," Mullins said. "So I thought that would be the coolest place ever to do it."

Since the Indianapolis Battalion has a season-long sponsorship with the Colts, battalion officials contacted Colts representatives to coordinate the Jan. 4 ceremony.

Howell, who re-enlisted as a 19K, M1 Armor Crewman, but is considering converting to a 79R, asked Maj. Douglas Walter to give his re-enlistment oath. Walter, an Indiana native now stationed at Fort Leavenworth, was Howell's first-line supervi-

sor in Germany and Iraq. Walter happened to be in the area on leave for the holidays and happily agreed to participate in the ceremony.

"Having the ceremony at the 50-yard line on the Colts' playing field was just as special for Maj. Walter as it was for me," Howell said. "His family got to watch the ceremony, and everyone enjoyed being on the field where their favorite team plays. It was truly a once-in-a-lifetime experience."

Mullins re-enlisted as a 15U, CH-47 helicopter repairer, and earned a \$25,000 bonus. He also opted to stay in recruiting for another year. Mullins chose Indianapolis Battalion Executive Officer Maj. Corey Griffiths to administer his re-enlistment oath.

"Maj. Griffiths and I share the 101st Airborne patch, and he's been the XO here as long as I've been a recruiter," Mullins said. "I wanted someone who knew me well to do the ceremony."

"I am so glad that 1st Sgt. Rasberry suggested I do my re-enlistment at the Dome. I had no idea I could do that, and I was ecstatic."

The ceremony was equally special for the Colts organization. It was the first — and last — military ceremony on the field, as the Colts move from the RCA Dome to the brand new Lucas Oil Field at the start of the 2008 season this fall.

"The Colts were honored to host the re-enlistment ceremony at the RCA Dome," said Ryan Lobsiger, Colts sponsorship sales account manager. "We recognize the sacrifice and commitment that our troops make each day, and we were happy to play a small role in making the ceremony for Staff Sgts. Howell and Mullins memorable and unique."



## Army Testing Enlistment Incentive

*From Army Stand-To!*

The Army has begun offering a new enlistment incentive to prospective recruits in five test markets that provides money to make a down payment on a home or start a business.

Through the new Army Advantage Fund, people joining the active Army are eligible for up to \$40,000 for a five-plus year enlistment, and those enlisting in a reserve component are eligible for up to \$20,000 for a five-plus year enlistment. The AAF applies only to those choosing certain military occupational specialties.

The Army launched pilot AAF programs Feb. 4 in Albany, N.Y.; Cleveland; Montgomery, Ala.; San Antonio; and Seattle. The AAF could be offered nationally should results in the test markets warrant.

The AAF reflects the Army's continuing innovation in competing with private industry and the other military branches for personnel.

"What we are hearing from our young people and [their] influencers is that, although it is essential to them to establish home ownership and get started down their chosen career path, many times they question how they will be able to accomplish it," says Lt. Col. Benjamin C. Freakley, commanding general of Army Accessions Command.

"The Army recognizes these challenges and wants to be a part of the solution by offering young adults the proper funds which will allow

them to live their American Dream."

People in the five test markets eligible for AAF must meet the following criteria:

- No prior military service
- For Regular Army or Army Reserve enlistees
- Must join for three to five years, depending on AAF bonus amount the enlistee desires
- Must choose an eligible Military Occupational Specialty
- Be a high school senior (as long as he/she graduates with a diploma) or a high school graduate (includes home-schoolers)
- Place within score Categories I-III A for the military aptitude test — minimum score 50 percent.



**Military Marksmanship Association President retired Col. Robert Hoidahl presents the Soldier of the Year Award to Sgt. 1st Class Grant Singley — a .45-caliber pistol donated by the Smith & Wesson Corporation. Photo courtesy of Army Marksmanship Unit**

## USAMU Shooter Wins Soldier of the Year

*By Paula J. Randall, U.S. Army Marksmanship Unit*

Sgt. 1st Class Grant Singley, a service rifle shooter with the U.S. Army Marksmanship Unit, has been selected as the Military Marksmanship Association Soldier of the Year for 2007.

MMA president retired Col. Robert I. Hoidahl Jr. made the announcement at the MMA Annual membership meeting Jan. 18 at the Pool International Shooting Complex. Hoidahl presented the Soldier of the Year Award to Singley — a .45-caliber pistol donated by the Smith & Wesson Corporation.

A Henry, Ill., native, Singley graduated from Henry Senachwine High School in 1989 before enlisting in the Army later that year. After completing basic training and infantry training at Fort Benning, Ga., he was assigned to the Army Marksmanship Unit in December 1989.

Singley has been awarded three Meritorious Service Medals, five Army Commendation Medals, Army Achievement Medal, five Good Conduct Medals, Army Superior Unit Award, Distinguished Rifleman Badge and President's Hundred Tab.

"Singley takes great pride supporting the warfighter," said Donald Heuman, head coach of the USAMU Service Rifle Team. "He knows that supporting the warriors on the battlefield is paramount and has mounted many arduous hours in support of our warriors. His untiring devotion and his efforts supporting the Army's war on terror is a tribute to his dedication to the Army Marksmanship Unit and the Army."

Singley expressed gratitude to the MMA for the award and thanked his teammates and coaches from the USAMU Service Rifle Team and the gunsmiths of the USAMU Custom Firearms Shop for their contributions.

## Army to Retire BDUs

*By Elizabeth M. Lorge, Army News Service*

The Army's Deputy Chief of Staff for G-1 announced that the final wear-out date for the Army Battle Dress Uniform and Desert Battle Dress Uniform will be April 30 for both active-duty and reserve-component Soldiers.

The Army began phasing out the woodland and desert-patterned uniforms June 14, 2004, with debut of the digital-patterned Army Combat Uniform.

"Our Army is always looking to constantly improve on everything we do, both on and off the battlefield," said Sgt. Maj. Katrina Easley, uniform policy sergeant major at G-1. "We took a look at the combat usability of what was once a good uniform, and based upon feedback from the field, decided to improve it and fix the many problems reported. There were at least 20 changes made and the result is the current ACU."

"Response has been fantastic. Soldiers have adapted well to the new uniform and they tell us they truly appreciate the improvements that were made. This uniform was designed by Soldiers for Soldiers."

All brown T-shirts, black combat boots and green and black jungle boots, woodland and desert-camouflage caps, olive drab green name and U.S. Army tapes, subdued-olive green shoulder-sleeve insignias and the black rigger belt and web belt with open-faced black buckle will also become obsolete on April 30.

Active-duty and reserve-component Soldiers can



continue to wear the black-knit cap and the black microfleece knit cap with the cold-weather woodland camouflage field jacket until Sept. 30.

The Army Reserve Officer Training Corps wear-out date for these items is April 9.

According to Easley, there haven't been any official surveys to determine how many Soldiers still have the BDUs or Desert BDUs, but she said it's probably hard to find many who aren't wearing the ACU.

But if Soldiers are hanging on to any of these uniforms, they can save them for posterity. They aren't required to turn them in. The only requirement is that they know the wear-out date and report for duty in ACUs May 1.

"Thousands of our great Soldiers spent many years defending our country wearing that honorable uniform. I know it means something to them, just as wearing the ACU will mean something to today's Army," said Easley.

## Military Clothing Designers on Cutting Edge

*By Patty Welsh, U.S. Army Natick Soldier Research, Development and Engineering Center*

When you think about clothing designers, you may think of a favorite brand or store, but not immediately about the U.S. Army Natick Soldier Research, Development and Engineering Center. Natick, though, has clothing designers who develop and improve military clothing and equipment.

"We work with our customer's requirements to design what is needed," said

Heather Cumming-Rowell, team leader of the Design, Pattern and Prototype Team.

"We may be tasked to design a uniform, or we may be asked to make a change to an existing item."

The team has worked on various clothing items such as uniforms, dress clothing, chemical/biological protective ensembles, body armor items, and cooling garments.

The team makes patterns and fabricates prototypes. Cumming-Rowell mentioned that the DPPT has customized machinery that enables them to do this type of work. In addition to all types of sewing machines and various presses, the automated cutter also aids the designers in their work.

"The cutter can create cut patterns either of fabric or of oak tag, which reduces design time significantly," she said.

The DPPT is also taking advantage of newer technology. The team worked with pattern design software and members of NSRDEC's anthropometric team to create a 3-D avatar. While video-game avatars are often an alter ego for the player, this avatar represents a realistic, virtual, central-sized Soldier.

The avatar gives the DPPT the capability of viewing fit based on fabric, pattern and texture before a design gets too far along.

Annette LaFleur, another clothing designer, mentioned that the team also has the ability to create custom technical drawings.

"Even with a pattern, the design may still be confusing to those not familiar with the item," she said, "and a drawing clarifies a lot."

Drawings are done freehand

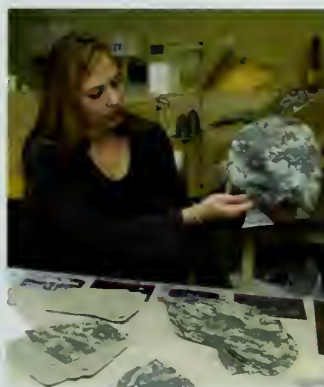
with pen and ink and then scanned into the computer where a state-of-the-art computer apparel design illustrator system is used to add design details, color, and text.

The team often works with experimental designs, such as an operational combat sleeve. The idea behind the sleeve is to have a modular version of deltoid body armor. The designers are looking at various designs and materials that could accomplish this.

Reverse engineering is an additional team strength. If an item is manufactured outside NSRDEC, the designers here can make and/or modify the pattern before it goes out for contract.

"We also have the capability to research experimental fabrics," said Cumming-Rowell. "If someone comes to us with an idea, we are able to find out if it is something that can be done."

The DPPT can be contacted at [nati-amsrd-nsc-ad-b@conus.army.mil](mailto:nati-amsrd-nsc-ad-b@conus.army.mil).



**Annette LaFleur, clothing designer for the Design, Pattern and Prototype Team at the U.S. Army Natick Soldier Research, Development and Engineering Center, evaluates uniform materials. The DPPT works on designs, development and improvement of military clothing and equipment. Photo by Sarah Underhill**

## Military OneSource Offers Free Tax Preparation

*By Jack Nix, USAREC G1*

For the third consecutive year, the Department of Defense provides this service at no cost to service members and their families. Service members can access H&R Block TaxCut Basic Online through [www.militaryonesource.com](http://www.militaryonesource.com) and complete their own federal and state tax returns electronically. Military OneSource also offers telephonic tax support for those with questions about their returns.

Eligible users are active duty, Army and Air National Guard and Reserve (regardless of activation status), spouses and dependent children (authorized in DEERS), family members handling the affairs of a deployed service member, and severely injured service members or family members handling their affairs.

Users must create a membership on Military OneSource Online and log into the site. Once logged on, follow the directions on how to access TaxCut Online.

Participants will have free access to the H&R Block Basic TaxCut program. Those with more complicated returns may incur charges if they upgrade to the H&R Block TaxCut Premium program. Participants can efile one state resident return for each federal return that they efile with TaxCut Online.

Military OneSource tax consultants are available by phone and by e-mail to help you with personal tax related questions and financial

planning. They can help plan how to use your refund wisely by providing tips on saving or paying off debt.

### Put Military OneSource In Your Recruiting Toolbox

Military OneSource can be a valuable recruiting tool for recruiters. Recruiters, Soldiers and their families who have used Military OneSource recognize that it is an invaluable resource for individuals and families. Confidential face-to-face and telephonic counseling is also available to those with a military identification card.

All services are provided at no cost to the Soldier or family member. Military OneSource is available anytime via the Web site at [www.militaryonesource.com](http://www.militaryonesource.com) or by talking with a highly trained consultant at 800-342-9647.

Future Soldiers and their families are also eligible to use the information services and resources available through Military OneSource at no cost to them. They can access information about relocation, finances, parenting skills, child development, college education, legal assistance and numerous other topics to help in their transition to military service.

Recruiters can show prospects the resources and information that are available through Military OneSource to all military personnel and their families. When the prospects become Future Soldiers, their recruiters can guide them through the process to obtain their Military OneSource userID and password, so they can take advantage of the services.

## Budget Request Funds 43,000 More Soldiers

*By C. Todd Lopez, Army News Service*

The Army's budget request went forward to Congress Feb. 4 as part of President Bush's fiscal 2009 budget. The request includes funding for an across-the-board pay raise of 3.4 percent and money to increase the service's end strength by 43,000 Soldiers.

The request for the Department of Defense base budget this year exceeded \$515 billion, including some \$140.7 billion

for the Army — an increase of about \$11.8 billion over what Congress enacted for the service in 2008.

Included in that budget is about \$51 billion for military personnel expenses.

The Army's \$51.8 billion request for military personnel funding represents a sizable increase over last year's request. That stems mainly from an increase in end-strength of about 43,000 Soldiers for a total of about 532,400 by the end of fiscal 2009. In past years, funding for those extra Soldiers has been included in the supplemental budget request.

Also part of the personnel budget is an increase in National Guard end-strength of about 1,300, an across-the-board pay raise of about 3.4 percent and funding for other incentive programs. Many incentive programs to support recruiting and retention, however, will be included in the supplemental budget request, said Lt. Gen. David Melcher, the military deputy for budget to the assistant secretary of the Army for Financial Management and Comptroller.

"This budget supports many of the incentives that support the all-volunteer force, (including) the pay raise, although I will tell you that not all incentives for recruiting and retention are contained in the base (budget)," he said. "A pretty sizable amount of incentives are in the supplemental funding, attributable to the fact that in this particular period of time, given the stresses we are under, we are having to pay a little bit more incentives to folks to come in and retain."

Army operations and maintenance funding in the 2009 budget request comes in at about \$40 billion. That funding supports recruiting and training, maintenance of equipment, and quality of life initiatives such as child care, youth programs and community services, Melcher said.

"These are some real increases in the amount of operations and maintenance funding available to the Army. Some of the things these accounts are doing is supporting the readiness of the forces and our combined arms training strategy," he said.

The general said the greatest preponderance of the Army's operations and maintenance funding will be in the

supplemental budget.

The Army has asked for about \$24.6 billion for procurement funding in fiscal 2009. Included in that is about \$6 billion for tactical and support vehicles, \$5 billion for new aircraft, \$5.3 billion for communications and electronics, and \$3.6 billion for weapons and tracked vehicles.

The Army also wants to fund 108 Patriot Advanced Capability-3 missiles and two additional battalions of Patriot-3 to give the Army a total of 15.

The fiscal 2009 budget request includes \$3.9 billion for weapons and tracked combat vehicle funding. That includes about \$330 million in Future Combat Systems procurement — a difference from past years where most FCS funding was for research, development, testing and evaluation, Melcher said.

Additional weapons and tracked combat vehicle funding is aimed at Strykers — including mobile gun systems for Strykers — and the nuclear, biological and chemical reconnaissance vehicle. The Army also hopes to procure Abrams system enhancements and 21 additional M-2A3 Bradley vehicles.

In fiscal 2009, the Army will pay for an additional 5,000 Humvees, night vision devices, thermal weapons sights and funding for the Warfighter Information Network - Tactical.

One of the largest increases in the Army's budget request is funding for facilities. The total Army facilities funding request amounts to about \$11.3 billion. That money covers about \$5.4 billion for military construction, \$1.3 billion for Army family housing and \$4.5 billion for construction related to Base Realignment and Closure.

"If you add that all up, it's really a pretty big year," Melcher said. "This is a big year for the Army, because we are trying to meet the BRAC timeline and get it done by fiscal 2011. We also have a pretty sizable plus-up to military construction — a lot of that attributable to 'Grow the Army.'"

The general also said the Army is on track with housing privatization and expects to privatize some 2,400 housing units in fiscal 2009.



# Gold Badges

JANUARY 2008

## 3D MEDICAL BATTALION

SFC Joseph Taylor

## ALBANY

SFC Rosylyn Samuel-Crossdale  
SSG Robert Clements  
SSG Edward Falco, III  
SSG Jameel Means  
SGT Ronald Colon  
SGT Justin Herman

## BATON ROUGE

SFC Monolito Brown  
SFC Randall Legens  
SSG Graylin Gullory  
SSG Shannon Ordner  
SSG Charles Reeves  
SSG Jimmy Williams  
SGT Reginald Heneley  
SGT William Lawless  
SGT Keith Pannell  
SGT Parviz Scott  
SGT Corwin Washington

## BECKLEY

SFC Sean Lohr  
SSG Robert Douglas II  
SSG Dominick Johnson

## CHICAGO

SSG Neal Bonham  
SSG David Dawson  
SSG Sherry Stokes  
SSG Henry Williams  
SSG Stanton Walker

## CLEVELAND

SFC Nicholas Hunt  
SFC Jason McFadden  
SSG William Cvelbar  
SGT Edwin Petrus  
SGT Jacob Stewart



## COLUMBUS

SFC James Mencer  
SFC Todd Styles  
SGT Nathen Beckley  
SGT Donald Carle  
CPL Timothy Castle

## DALLAS

SFC Timothy MacCartney  
SSG Michael Dobbs  
SSG Christopher Holder  
SSG Brendan McCullagh  
SSG James Peacock  
SSG Chad Persinger  
SGT Brian Jasinski  
SGT Philip Smith

## DES MOINES

CPL Nicholas Bellard

## HOUSTON

SFC Jose Barriga  
SSG Rodney Andrade  
SSG Dejon Davis  
SSG Thomas Elkins  
SSG Michael Garrison  
SSG Deadra Hayes  
SSG Scott Perry  
SSG Allen Sistrunk

## KANSAS CITY

SGT Brian Smith

## MINNEAPOLIS

SSG Esteban Aguilar  
SSG Sean Conroy  
SSG Travis Lund  
SSG Nathaniel Rogers  
SGT Imaikop Etim  
SGT Robert Harder  
CPL Ira Peden

## MONTGOMERY

SSG Lavera Barnett  
SSG Steven Campbell  
SSG Richard Conerly  
SSG Joshua Farmer  
SSG Fredrick Guyton  
SSG Edwina Lane  
SSG Laurence Longacre  
SSG Adam Shifflett  
SSG Thurman Stubbs

## NEW ENGLAND

SFC Stephen Dennis  
SSG Ryan Lee  
SSG Andy Oates  
SSG Patrick Percefull  
SGT Robert Allen  
SGT Jeff Sherman

## NEW YORK CITY

SSG Joshua Grant  
SSG Juan Santana

## PHOENIX

SFC George Crimmins  
SFC John Hutton  
SFC Rustie Jones  
SSG Brian Bell  
SSG James Clark  
SSG Timothy Gibson  
SSG John Hutton  
SSG Matthew Kelley  
SSG Rowland Purdy  
SSG Rafal Soroka  
SSG Eddie Tillman  
SGT Leslie Danjou  
SGT Adam Koepke  
SGT Tracy Robertson  
CPL Joannie Bonilla  
CPL Araceli Briones  
CPL Rudy Ramirez

## RALEIGH

SSG Christopher Helvie  
SSG Michael McLamb  
SSG Jermaine Patterson  
SSG Danny Traigle  
SGT Deangelia Daniel

## SAN ANTONIO

SSG Mathews Orlando  
SSG Joanne Sherry  
SGT Manuel Alavarez

# Rings



## JANUARY 2008

### 3D MEDICAL BATTALION

SFC Christopher Vanover

### ALBANY

SSG Bradley Heck

### BATON ROUGE

SFC Jose King  
SFC Justin Strickland  
SFC Kenneth Vaughn  
SSG Jeremy Dismukes  
SSG James Grannis  
SSG Benjamin Mays  
SSG Frankie Swain  
CPL Terrence Woods

### BECKLEY

SGT Stacy Baggett

### CHICAGO

SFC Gerald Smith  
SFC Adrin Young  
SSG Michael Merriman  
SSG Justin Perry  
SGT Marlin Davis

### CLEVELAND

SFC Larry Smith  
SSG Jonathan Bushnell  
SSG Kory Dannerfrank  
SSG Clayton Sikes  
SGT Kimberly Middleton

### COLUMBIA

SFC James Lewis  
SFC Earnest Popecross  
SFC Mikel Spencer  
SSG Thomas Artaud  
SSG Shimera Perkins  
SSG Steven Sprowl  
SSG Donald Taylor  
SGT Byron McCoy  
SGT William Ortega

### COLUMBUS

SSG James Wear  
SSG Micah York  
SGT Lester Strahl

### DALLAS

SGT Timothy Berry  
SGT James Head  
SGT Kenneth Pearl

### DENVER

SFC Nancy Alessandri  
SSG David Green  
SSG Philip Merriam  
SSG Paul Preciado  
SSG Anthony Shafer  
SGT Robert Garcia Jr.  
SGT William Lewis  
SGT Jason Murphy  
SGT Joshua Remmark

### DES MOINES

SSG Joshua Graham  
SSG Johnny Marshall  
SGT Al Smith

### HOUSTON

SSG Dave Moore  
SSG Manuel Rosa  
SSG Damion Waller  
SGT Perdo Armijo  
SGT Tariq Garrett

### INDIANAPOLIS

SFC Aaron Milewski  
SFC Ronald Stimpert  
SSG Joel Baker  
SSG Danny Jones  
SSG Michael Kinney  
SSG Jacob Lopez  
SSG Corey May  
SSG Clinton Palmer  
SSG Wayne Rice

### JACKSONVILLE

SSG Michael Brown  
SGT Frederick Stoner

### KANSAS CITY

SSG Steven Nimmo

### MIAMI

SSG Camilo Medina  
SSG Javier Rabell  
SSG Jose Ocasio  
SSG Tyearea Phifer

### MID-ATLANTIC

SFC Craig Martin  
SSG Darrell Sherman

### MINNEAPOLIS

SFC Ronnie Ambriz

### MONTGOMERY

SFC John Guice  
SFC Michael Johnson  
SFC Anthony Waller  
SSG Robert Coker  
SSG Christopher Jones  
SSG Thomas Miller  
SGT James Farris

### NASHVILLE

SFC Jeffery Marks  
SSG Roger Daniels  
SSG Jason Young  
SGT Christopher Fleming

### NEW ENGLAND

SSG Channcey Croker  
SSG Victor Stevens

### NEW YORK CITY

SGT Glen Healy

### OKLAHOMA CITY

SFC Jessie Bailey  
SFC Dionne Boles  
SSG Latisha Wilson  
SGT Clinton Beene

### PHOENIX

SFC Michael Allen  
SFC William Benedict  
SFC Naveed Chaudhry  
SFC Russell Gardner  
SFC Raul Vargas  
SSG Cyle Bentenbough  
SSG Robert Carroll  
SSG Matthew Gump  
SSG Kyle McLaughlin  
SSG Timothy Paton  
SSG Juan Reyes  
SSG Peter Romero  
SSG Daniel Rubio  
SSG Jermaine Taylor  
SGT Jesus Salcido  
CPL Kevin Briseno

### PITTSBURGH

SFC John Holt  
SFC Vaughn Jones  
SSG Steven Ali  
SSG Bobbie Breese  
SSG David Gratton

### PORTLAND

SFC Alejandro Velasco  
SSG Jonathan Baker  
SSG Roderico Balagtas  
SSG Van Lovvorn  
SGT Edwin Javier  
SGT Faiupu Tagaleoo

### RALEIGH

SSG Nathan Bryant  
SSG Gregory Castellano  
SSG Darrick McGee  
SSG Mark Phillips  
SSG Daniel Skildum  
SSG Andre Tate  
CPL Jason Hoffman

### SACRAMENTO

SFC Atrion Drake  
SFC Robert Henry  
SFC Bruce Williams III  
SSG Tri Cao  
SSG Steve Bostic  
SSG Willie Plummer  
SSG Ronald Rushford  
SGT Dax Dickenson  
SGT Rommel Penafior

### SAN ANTONIO

SSG Hugo Chavez

### SEATTLE

SFC James Veach  
SSG Justin Crotts  
SSG Glenn Unok  
SGT Joshua Connors

### SOUTHERN CALIFORNIA

SFC David Boedeker  
SSG Roger Castillo  
SSG Joseph Ventura

### ST. LOUIS

SSG Brandon Hoel  
SGT Jeanne McGallager  
SGT Thomas Piper  
SGT Terry Terziu



# Morrell Awards

**JANUARY 2008**

## **3D MEDICAL BATTALION**

SFC Alvin Flowers

## **ALBANY**

SFC Warren Steele

## **ATLANTA**

SFC Alicia Hubbard

## **BATON ROUGE**

SFC Sharon Medina

SSG Tracy Medina

## **CHICAGO**

SFC David Haire

## **COLUMBIA**

SFC Rory Barr

SSG Carl Williams

## **COLUMBUS**

SFC Douglas Ellison

SSG George Armstrong

SSG Steven Mereand

SSG Andrew Thatcher

## **DALLAS**

SFC Gerald Smith

SFC Floyd Toms

SSG Timothy Britt

SSG Kevin LaSalle

SSG Cletus Mallory

SSG Terry Woods

## **DENVER**

SFC Jody Colvin

SSG Mark Sly

## **DES MOINES**

SFC Joshua Sheffield

## **GREAT LAKES**

MSG Michael Davis

SFC William Fulcher

SFC Ronald Stewart



## **JACKSONVILLE**

SFC Mark Buecker

SSG Roger Acco

SSG David Jones

## **KANSAS CITY**

SSG Steven Nimmo

## **LOS ANGELES**

SSG Michael Felder

## **MID-ATLANTIC**

SSG Lonell Zimmerman

## **MONTGOMERY**

SSG Tanji Allen

SSG Katura Baines

SGT Roman Johnson

CPL Matthew Halfaker

## **NASHVILLE**

SFC Terrance Veal

SSG Christopher Kubas

SSG Aaron Martin

## **NEW ENGLAND**

SFC John Longo

## **NEW YORK CITY**

SFC Kevin Thomas

## **OKLAHOMA CITY**

SSG Alfred Finch Jr.

SSG Philip McKay

## **PHOENIX**

SFC Mario Gonzalez-Nunez

SFC Steven Newhausen

SSG Shawn McConnell

SSG Manuel Ramirez

SSG Travis Thompson

## **PITTSBURGH**

SFC Charles Johnston

## **RALEIGH**

SFC Christine Bryant

SSG Anthony Buckmon

SSG Marlene Dacosta

## **SACRAMENTO**

SFC Alonzo Pierce

## **SEATTLE**

SFC Marvin Tobin

## **SOUTHERN CALIFORNIA**

SFC James Alexander

SSG Todd Bentivegna

SSG Sean Connell

SSG John Diederich

## **ST. LOUIS**

SFC Andre Gregory

SFC Tara Johnson

SFC Robert Owens

SSG Justin Bliven

SSG Lanail Booker

SSG Jason Goff

SSG Charles Lovingood

SSG George Smith

# 79R Conversions

**JANUARY 2008**

## **ATLANTA**

SSG Damion Scott

## **BALTIMORE**

SSG Michael Alley

## **CHICAGO**

SSG Aaron Patrick

## **COLUMBIA**

SGT John Tate

SSG John Waters

## **DALLAS**

SSG Endre Purnsley

## **FRESNO**

SFC Luis Green

SSG Darrell Matthews

## **HOUSTON**

SGT Bernardo Chavez

## **JACKSONVILLE**

SSG Frederick Rich

SSG Leslie Weeks

## **LOS ANGELES**

SFC Steven Yun

SGT Andrew Valadez

## **NASHVILLE**

SSG Sun Soldano

## **NEW ENGLAND**

SSG Kevin Briggs

SSG Brian Shelton

## **SALT LAKE CITY**

SFC John Richardson

SSG Jonas Ware

## **SAN ANTONIO**

SSG Albert Amataga

SFC Marcos Lora

## **SEATTLE**

SSG Jason Ford

## **SOUTHERN CALIFORNIA**

SSG Jose Fuentes

SSG Michael Stribling

## **ST LOUIS**

SGT William Weston

## **SYRACUSE**

SSG Hugo Olveraleija

## **TAMPA**

SSG Christopher Hand

**1. What does the acronym STARR stand for?**

- a. Station Training And Resources Readiness
- b. Specialized Training for Army Reserve Readiness
- c. Situational Training for Active Reserve Readiness
- d. none of the above

**2. What regulation covers Standards of Medical Fitness?**

- a. AR 600-9
- b. AR 601-210
- c. FM 21-20
- d. AR 40-501

**3. What are the objectives of ACASP?**

- a. to enlist qualified personnel with civilian-acquired skills needed by the Army
- b. to increase job satisfaction
- c. to add means for rapid mobilization
- d. all of the above

**4. Prior service applicants may not enlist with physical examinations from outside the MEPS system.**

- a. true
- b. false

**5. Who is responsible for organizing and administering the NACLC and Secret/SSBI submission program for accessions?**

- a. guidance counselor
- b. battalion commander
- c. brigade commander
- d. USAREC commanding general

**6. The results of a student ASVAB given to a 16-year-old high school junior may not be used for enlistment after the 17th birthday.**

- a. true
- b. false

**7. A ringer is an individual who takes the ASVAB in place of the true applicant. Both the ringer and applicant will be barred from retesting for \_\_\_\_\_.**

- a. two years
- b. one year
- c. six months
- d. indefinitely

**8. Which of the following is not one of the three levels of leadership?**

- a. direct
- b. indirect
- c. organizational
- d. strategic

**9. What attribute(s) must a leader master in the Leadership Requirements Model?**

- a. character
- b. presence
- c. intellect
- d. all of the above

**10. Which of the following is not a phase of fitness conditioning?**

- a. warm-up
- b. preparatory
- c. conditioning
- d. maintenance

**11. A Soldier who maintains his/her target heart rate throughout a 20-30 minute exercise period can expect improvement in his/her cardio-respiratory fitness level.**

- a. true
- b. false

**12. Which of the following domains is not part of the training and leader development model?**

- a. operational
- b. institutional
- c. organizational
- d. self-development

**13. How many steps are required when conducting troop leading procedures?**

- a. five
- b. six
- c. seven
- d. eight

**14. An applicant enlisting for any MOS or assignment that requires that he or she be qualified under the Personnel Reliability Program (PRP) will be disqualified if the applicant has used cannabis within how many days before enlistment?**

- a. 120 days
- b. 90 days
- c. 60 days
- d. 30 days

**15. Who is the approval authority for dependency waivers?**

- a. battalion commander
- b. brigade commander
- c. USAREC commanding general
- d. Human Resources Command commanding general

The answers to this month's test can be found on the next page.



# Mission Box

The Achievements of One that Contribute to the Success of the Team



1st Brigade



2d Brigade



5th Brigade



6th Brigade



Medical Recruiting  
Brigade

January Fiscal Year 2008

## Top Regular Army Recruiter

**CPL Anthony Fletcher**  
Pittsburgh Battalion

**SSG Patrick Burnish**  
Jacksonville Battalion  
**SSG Diane Evans**  
Tampa Battalion

**SFC Christopher Taylor**  
Dallas Battalion  
**SSG James Schulze**  
Dallas Battalion

**SSG Roger Castillo**  
Southern California

**SFC Alison Elter**  
1st Medical Battalion

## Top Army Reserve Recruiter

**SSG Grant Alfano**  
Pittsburgh Battalion

**SGT Leland Harford**  
Montgomery Battalion

**SFC Ruben Rivera**  
Phoenix Battalion

**SFC Jeffrey Bettencourt**  
Sacramento Battalion

**SFC Joel Calanayan**  
6th Medical Battalion

## Top Large Station Commander

**SFC Steven Vachon**  
Bangor Station  
New England Battalion

**SFC Bobby Garner**  
McDonough Station  
Atlanta Battalion

**SFC Brian Heffernan**  
Denton Station  
Dallas Battalion

**SSG Raymundo Rosales**  
Bakersfield Station  
Fresno Battalion

**SFC Elizabeth Cimaglio**  
Gainesville Station  
2d Medical Battalion

## Top Small Station Commander

**SSG Patrick Moore**  
New Castle Station  
Pittsburgh Battalion

**SFC Dennis Murray**  
Meridian Station  
Baton Rouge Battalion

**SSG Michael Whittler**  
Marshalltown Station  
Des Moines Battalion

**SSG Laszio Lukacs**  
Liberty Station  
Salt Lake City Battalion

**SFC William Marcinak**  
Mobile  
2d Medical Battalion

**SFC Lawrence Reece**  
Junction City Station  
Kansas City Battalion

## Top Company

**Mercer Company**  
Pittsburgh Battalion

**Memphis Company**  
Baton Rouge Battalion

**Rio Grande Company**  
San Antonio Battalion

**Sierra Company**  
Salt Lake City Battalion

**Orlando Company**  
2d Medical Battalion

*Note: 3d Brigade is testing the Team Recruiting Concept*

## Answers to the Test

15. c. AR 601-210, para 4-20 b  
14. a. AR 601-210, para 4-23 a  
Fig. 1-3  
13. d. FM 7-21.13, para 1-84,  
12. c. FM 7-1, para 1-21

11. a. FM 21-20, page 2-5  
10. a. FM 21-20 page 1-7  
9. d. FM 6-22, para 2-14  
8. b. FM 6-22, para 3-31  
7. a. AR 601-210, para 5-7 m  
6. b. AR 601-210, para 5-10 b

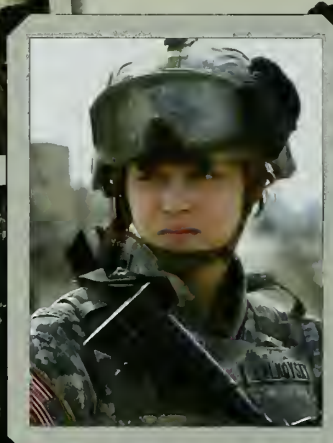
1. b. AR 601-210, page 134 Glossary  
2. d. AR 601-210 Appendix A,  
page 115  
3. d. AR 601-210, para 7-2  
4. a. AR 601-210, para 6-2  
5. d. AR 601-210, para 5-64





FLARE

# Salute to WOMEN'S HISTORY MONTH



THIRD OFFICER MAUDE M. DILLISTIN, Commanding  
CO. 7 21 REG. THIRD W.A.C. TRAINING CENTER  
FORT OGLETHORPE, GA. MAY 27, 1943